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Programme performance report of the United Nations for the biennium 2008-2009

Report of the Secretary-General

Summary

The present report on programme performance of the United Nations Secretariat for the biennium 2008-2009 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The report includes information both on the results achieved by the Organization during the biennium in terms of expected accomplishments and also on the production of outputs, which is the traditional measure of performance. The present report includes a detailed recounting of the results obtained by each individual budget section on a total of 712[1] expected accomplishments implemented under the 34 sections of the programme budget. Additionally, highlights of the main results achieved by the Organization in its 10-programme elements have been included in chapter II in order to give Member States the opportunity to assess the Secretariat's performance at a more aggregate level. The analysis of programme performance in regard to the outputs, as detailed in chapter III, indicates that the production of outputs was maintained at the same level of the previous biennium when it reached 89 per cent. This refers to the more than 32,100 outputs that were implemented by the Organization during the current biennium.

The highlights of performance of the different budget sections, at programme and subprogramme levels, are presented in chapter IV, which also includes information on some of the challenges and obstacles met by the departments in this endeavour. The presentation of results is more complete than in the previous

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* A/65/50.

[1] This excludes expected accomplishments under the regular programme of technical cooperation that total 117 and are reported under section 22. Accordingly, the total number of expected accomplishments informed in the present report amounts to 829.

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biennium as the report includes more detailed information on section 22, Regular programme of technical cooperation; nevertheless, methodological problems persist. A recent report of the Secretary-General, entitled "Towards an accountability system in the United Nations Secretariat" (A/64/640), referred to three systemic weaknesses that should be addressed to strengthen the quality of performance reporting in the Secretariat, namely: the formulation of the logical frameworks; improved timing of programme performance report issuance; and the lack of capacity of the current management information systems to link results achieved to resources used. The Organization will continue to work with Member States to correct those weaknesses, as a strong performance reporting system is at the core of a more effective and accountable United Nations.

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I. Introduction

1. The report on programme performance of the United Nations Secretariat constitutes an important accountability and management tool in the Organization's results-based budgeting approach. As this budgeting methodology follows a recurrent cycle that includes planning, budgeting, programme implementation, monitoring and reporting, the present report closes this cycle summarizing the major achievements of the Organization during the biennium 2008-2009, as well as the outputs delivered in the implementation of the work programme.

2. The present report on programme performance for the biennium 2008-2009 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The regulation establishes the format and content of this document as well as its periodicity.

3. In General Assembly resolution 61/245, Member States reaffirmed the responsibilities of programme managers in the preparation of the programme performance report, and reassigned the programme monitoring functions, and the task of preparing the report based on the inputs provided by them, to the Department of Management. As a transitional measure, the elaboration of this report for the biennium 2006-2007, and its presentation to the Committee for Programme and Coordination, was a joint undertaking of the Office of Internal Oversight Services (OIOS) and the Department of Management. Upon the conclusion of that transition, and following the mandates of the General Assembly, these functions have now been fully assumed by the Office of the Under-Secretary-General for Management, which has coordinated the works aimed at elaborating the programme performance report for the biennium 2008-2009.

4. Following the recommendations of the Committee for Programme and Coordination at is forty-eighth session (A/63/16, para. 38) an effort has been made in the present document to report the results achieved by the Organization. Accordingly, a detailed recount on the results obtained by each individual section under the budget has been included at the expected accomplishment level. A total of 712[2] expected accomplishments implemented under 34 sections of the programme budget are being reported hereby. Although, it must be said that the Organization is still facing methodological problems in the formulation of the programme performance report and that to strengthen the quality of the report three systemic issues must be addressed,[3] namely, the formulation of the logical frameworks that are at the core of the programme planning and budgeting cycle; the timing of the programme performance report publication; and the capacity of the current management information systems to link results achieved with resources used. But the Secretariat has committed itself to address these systemic issues in a step-by-step approach to provide Member States with the best and most reliable information on performance focusing on achievements and results.

5. The present report contains as well information on the production of outputs, the traditional measure of performance, and provides an overall account of the

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[2] This excludes expected accomplishments under regular programme of technical cooperation that total 117 and are reported under section 22.

[3] See the report of the Secretary-General entitled "Towards an accountability system in the United Nations Secretariat" (A/64/640).

results obtained by the Organization as informed by the various departments. Along this line, output implementation rates in the Organization reached 89 per cent during the present biennium. This represents a stable rate in relation to the previous biennium, where the output implementation rate was also 89 per cent. The current programme performance report covers more than 32,100 outputs that have been implemented by the Organization during the current biennium.

6. The present report is structured as follows: chapters II and III of the report provide an overview of the results accomplished by the Secretariat as a whole during the biennium; a summary of output implementation statistics; and data on resource use. This information is organized to cover 10 areas of the programme budget for the biennium 2008-2009, corresponding to 34 different budget sections.

7. Chapter IV covers programme performance under each section of the biennial programme budget, comprising a summary of programme-level results and performance constraints followed by a review of performance pertaining to individual subprogrammes and associated expected accomplishments.

8. The combination of a results-based analysis with an output-oriented one provides a complete overview of the major achievements and work performed by the United Nations during the biennium 2008-2009.

II. Overview of key results achieved by the United Nations

A. Overall policymaking, direction and coordination

9. The United Nations has a considerably long experience — more than six decades — in providing Member States with high-quality services, which was maintained during the biennium. Evaluation pamphlets distributed to Member States in six official languages to assess the quality of conference services offered showed a reduction in the number of complaints recorded in the evaluations from 83 in 2006-2007 to 63 for the current biennium. A total of 1,940 positive ratings (excellent, good, fair) were received at the end of 2008. Both the Meetings Management and Documents Management functions at United Nations Headquarters achieved positive results by actively working with meeting organizers and author departments to ensure the optimal use of the resources of the Department for General Assembly and Conference Management.

10. The Department continued to pursue and expand the integrated global management of conference services, including proactive document management, at United Nations Headquarters and the United Nations Offices at Geneva, Nairobi and Vienna. The global information technology initiative continued to be developed, focusing on the overriding objectives of coordination, streamlining and harmonization of conference processes across those four duty stations. Along these lines, the Department maximized the use of off-site and contractual arrangements to process documentation, while ensuring high-quality and timely delivery of products, which resulted in enhanced cost-effectiveness.

11. The establishment of the Monitoring, Evaluation, Risk Management and Statistical Verification Unit allowed for centralized collection and analysis of data to ensure that established standards were being met. Overall, timely document submission compliance for 2008-2009 stood at 73 per cent, a significant increase

over the compliance level of 64 per cent in 2006-2007. Nevertheless, compliance with submission timing and page limits remains a challenge, despite improvements realized by the Documents Management Section. In that respect, efforts have been made to provide new bodies that may not be as well versed in the system, such as the working groups and organs of the Human Rights Council, with samples, templates, and model schedules, as applicable. These efforts have also included providing advance reminders to all departments of all their reporting obligations. Finally, reiterating the United Nations commitment to environmental issues, the Publishing Task Force made "greening" its top priority, with the United Nations Office at Nairobi receiving its International Organization for Standardization certification; other offices have begun to follow that lead.

B. Political affairs

12. Four programmes, political affairs, peacekeeping operations, disarmament and peaceful uses of outer space, contributed effectively to two of the priorities for the biennium: disarmament and maintenance of international peace and security. The political affairs programme supported mediation and electoral efforts around the world in 2008, including in Bangladesh, Cameroon, Cyprus, Iraq, Kenya, Maldives, Nepal, Nigeria and Zimbabwe. In the biennium, Member States placed almost 50 new requests for electoral assistance and important elections were held in countries such as Afghanistan, Bangladesh, Ghana, Iraq, Lebanon, Maldives and Nepal. Member States strengthened that programme by increasing its budget by 20 per cent and doubling the extrabudgetary contributions. Development of a dedicated policy planning and mediation support capacity — and the active deployment of a mediation standby team by the programme — are recognized as having contributed positively in the area of conflict prevention and for having provided effective political advice and guidance to representatives and envoys of the Secretary-General. In addition, the programme on political affairs responded to the continued demands for substantive servicing of the Security Council, in order to fulfil the need of the Council to review and act in connection with peacekeeping operations and assistance missions.

13. Peacekeeping operations provided strategic direction, guidance and support to 18 field operations and deployed 2 new operations in Darfur and Chad and the Central African Republic. During the biennium, the programme was extensively engaged in building up the African Union-United Nations Hybrid Operation in Darfur (UNAMID), assuming full peacekeeping functions in Chad and the Central African Republic, following the transfer of authority by the European Union force on 15 March 2009. The mission in Kosovo was reconfigured to support political and security priorities identified by the Security Council and the programme continued with its efforts to address the crisis in the Democratic Republic of the Congo, especially with regard to the protection of civilians. Peacekeeping operations also provided advice to the Security Council on current and potential peacekeeping operations, mandate implementation, integration and operational needs.

14. With enhanced engagement and cooperation with Member States, intergovernmental organizations and civil society, the disarmament programme brought forward the need for the early entry into force of the Comprehensive Nuclear-Test-Ban Treaty, and — after a 10-year impasse — a decision was made by the Conference on Disarmament to start negotiations on a treaty banning the

production of fissile material for nuclear weapons. In addition, preparatory and regional work was conducted in advance of the 2010 Review Conference of the Parties to the Treaty on Non-Proliferation of Nuclear Weapons.

15. The programme on outer space worked successfully in the field of disaster management and emergency response in order to facilitate the use of all types of space-based information in this field by bridging the gap among space-imagery providers, humanitarian organizations and national disaster management authorities. In that regard, the programme paved the way for 13 countries to gain access to space-based information to support all phases of the disaster management cycle.

C. International justice and law

16. The promotion of justice and international law were established priorities of the Secretariat during the biennium. Along those lines, the Office of Legal Affairs provided legal advice on matters related to international peace and security and transitional justice. It also assisted States and intergovernmental organizations in the uniform and consistent application of the United Nations Convention on the Law of the Sea and the related agreements. As a result, the number of States parties to the Convention and the agreements increased from 350 in 2007 to 375, in 2009, which exceeded the target for the biennium. The Office substantially increased the number of activities aimed at assisting States in the sustainable uses of the oceans and seas, the equitable and efficient utilization of their resources, and the protection of the marine environment.

17. A major new international convention in the field of international carriage of goods was finalized by the United Nations Commission on International Trade Law (UNCITRAL) and adopted by the General Assembly. However, the capacity of UNCITRAL to be a source of better law and practices in the field of international trade law was limited by the lack of sufficient resources.

18. Finally, the Office of Legal Affairs resolved claims against the Organization totalling more than $25 million for approximately $7 million, a reduction of actual liability from that claimed against the Organization of over 72 per cent. Significant new work was undertaken to conclude essential agreements for the capital master plan and support was provided in investigations in numerous countries arising out of breaches of national law under the Oil-for-Food Programme, gaining substantial restitution in cases of fraud against the United Nations. The Office also played a proactive role defending the privileges and immunities of United Nations staff and premises worldwide.

D. International cooperation for development

19. The departments and offices in the area of international cooperation for development — the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime, the New Partnership for Africa's Development (NEPAD), the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the International Trade Centre UNCTAD/WTO (ITC) and the United Nations Environment Programme (UNEP) —

concentrated their efforts in three priorities during the present biennium: the promotion of sustained economic growth and the sustained development of Member States; the development of Africa; and drug control, crime prevention and combating international terrorism in all its forms and manifestations.

20. The analytical and substantive contributions of those departments strengthened the debate in the General Assembly and the Economic and Social Council by providing unbiased analyses of development issues and policies. For example, the Department of Economic and Social Affairs submitted to these bodies the *World Economic and Social Surveys*; the *Reports* and *Policy Notes* of the Committee for Development Policy; the *Handbook on the Least Developed Country Category: Inclusion, Graduation and Special Support Measures*; the reports of Millennium Development Goals Gap Task Force; and the reports of the Secretary-General on the integration of the economies in transition into the world economy. The impact of those documents was reflected by 28 related resolutions of the General Assembly and the Economic and Social Council. That documentation also served as background materials for discussions of economic development issues in the General Assembly, the Economic and Social Council, and international conferences, and were cited in related reports and notes of the Secretary-General. The Division for the Advancement of Women of the Department of Economic and Social Affairs produced the *World Survey on the Role of Women in Development 2009* that focused on women's access and control of financial and economic resources, including microfinance. It must be added that the Department's efforts were concentrated in the implementation of comprehensive analysis of economic and social development issues and processes, and disseminating its findings through meetings, events and workshops; promoting public policy formulation through the provision of advisory services and technical assistance; influencing Governments to consolidate and implement agreements and to ratify international conventions concerning economic and social issues; and implementing advocacy efforts to influence public policy.

21. In the area of international trade, delegations expressed their appreciation for the 2008 and 2009 editions of the UNCTAD *Trade and Development Report*, which were perceived as providing useful, relevant and timely data; analyses and ideas on policy options with regard to the mobilization of resources for development; as well as the causes, impacts and necessary policy responses to the global crisis. Several Member States also welcomed the UNCTAD research on climate change as a valuable contribution to the global debate on climate change and development; as well as its work on the global financial crises and food security, which were the underlying themes for the work of its intergovernmental machinery.

22. The main flagship reports of UN-Habitat, *The State of the World Cities 2008/2009: Harmonious Cities* and *Planning Sustainable Cities: Global Report on Human Settlements 2009*, were also highly valued. They strengthened the role of UN-Habitat as facilitator for the application of policy-oriented urban indicators, through the Urban Observatory network. UN-Habitat publications engendered a rapid increase in media coverage including more than 3,000 articles, documentation and dissemination of a large number of urban best practices, and significant use by education and training programmes of the Best Practices Database. For their part, the United Nations Office on Drugs and Crime flagship publication *World Drug Report* received extensive media coverage. The statistics and drug trends reported therein contributed to the evaluation of drug control after the twentieth special session of the General Assembly.

23. With regard to important meetings, events and workshops, in 2008, the NEPAD programme organized a High-level Meeting on Africa's Development Needs that brought together Member States, civil society organizations and intergovernmental and international organizations. That meeting concluded by adopting by consensus a political declaration (General Assembly resolution 63/1), which conveyed a strong signal of Africa's commitment to its future and the renewal of the international community's support for Africa's development. Under the sponsorship of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, national focal points of all 49 least developed countries have been invited to capacity-building workshops and have been supported in the preparation of national reports on the implementation of the Brussels Programme of Action, for the Fourth United Nations Conference on the Least Developed Countries, in close collaboration with the United Nations Development Programme (UNDP) and the regional commissions.

24. In some programmes, advisory and technical services supported the implementation of successful policies for the benefit of citizens. For example, the Division of Public Administration and Development of the Department of Economic and Social Affairs undertook, at Members States' request, 60 advisory missions in 32 countries to strengthen the capacity at the local and national levels, particularly in the areas of human resources development, e-government development and citizen engagement. ITC devised new and creative approaches for expanding exports, including the use of telephone messaging for sending market data to producers, linking urban artisans in East Africa to European fashion houses, and confirming cotton sales from West Africa to Asia, which proved to be effective. UN-Habitat worked with 28 countries (8 in Asia, 3 in Latin America and the Caribbean and 17 in Africa) to implement programmes aimed at expanding access to environmentally sound urban infrastructure and basic services. UN-Habitat strengthened capacities of 92 partner institutions through its Water and Sanitation Programmes, resulting in more than 1 million additional people receiving safe drinking water and basic sanitation.

25. Other successful programmes that brought about concrete results include those spearheaded by UNEP to promote environmentally sustainable economic growth and by UNCTAD to promote small and medium-sized enterprise development. UNEP efforts helped in mobilizing $175 million in financing for cleaner energy technologies. Some 4,000 companies introduced sustainable business and finance initiatives, policies and practices, based on principles promoted by UNEP, and over 300 companies committed to targeted action on climate change. Sixty institutions were involved in the integration of ecosystem issues into trade and development policies. The newly launched Green Economy Initiative of UNEP significantly raised the recognition of environmental investments' contributions to economic growth, decent jobs creation, and poverty reduction, even during the financial crises. In the urban transport area, UNEP led the global Partnership for Clean Fuels and Vehicles, which implemented campaigns to improve fuels and vehicles. UNEP supported close to 100 countries in promoting cleaner fuels and vehicles.

26. The UNCTAD Empretec programme promoted sustainable small and medium-sized enterprises by supporting individual entrepreneurs in creating innovative and internationally competitive businesses. Empretec centres were launched in six countries (the Dominican Republic, Ecuador, Peru, Romania, the United Republic of

Tanzania and Zambia); approximately 3,000 graduates of the UNCTAD Empretec programme met to discuss the challenges of starting a business, as well as to share management experiences and expand their network of contacts at the thirteenth International Meeting of Entrepreneurs, organized in São Paulo, Brazil (December 2008), in conjunction with the first Global Entrepreneurship Week.

27. Programmes were also successful in influencing Governments to consolidate and implement agreements and to ratify international conventions concerning economic and social issues. In the area of prevention and reduction of corruption, the work of the United Nations Office on Drugs and Crime continued to encourage the ratification of the United Nations Convention against Corruption, which reached a total of 143 States parties. In addition, 39 countries reported on their efforts to adopt measures to implement the Convention and/or to incorporate its provisions into their national legislation and institutional system. The agreed conclusions adopted by the Commission on the Status of Women at its fifty-second session contributed to stronger commitments to gender equality in the Doha Declaration on Financing for Development. The Department of Economic and Social Affairs also provided support for two major intergovernmental agreements. The first, the Doha Declaration on Financing for Development, adopted at the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus (Doha, 29 November-2 December 2008), went beyond the six chapters of the Monterrey Consensus as it addressed new and emerging issues (see General Assembly resolution 63/239). The second, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development (New York, 24-26 June 2009), set forth a global consensus on the causes, impacts and responses to the crisis, prioritized the required prompt, decisive and coordinated actions and defined a clear role for the United Nations (General Assembly resolution 63/303).

28. Advocacy efforts of various programmes were aimed at raising financial support and increasing political will in order to sustain the commitment of developed and developing countries for achieving mutually agreed development goals. Along those lines, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States focused on the implementation of the Almaty Programme of Action and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (Barbados Programme of Action). Those efforts resulted in raised awareness of the special needs of the landlocked developing countries and small island developing States in the context of global development. With respect to UN-Habitat, visibility and awareness on sustainable urbanization issues were raised through global events, including the World Urban Forum in Nanjing, China, World Habitat Days celebrated in more than 51 countries, and through Asia-Pacific, African, and Latin American and Caribbean ministerial conferences on housing and urban development. UN-Habitat emphasized the role of cities in addressing climate change, through collaborative work with other United Nations system agencies, funds and programmes.

29. The regular programme of technical cooperation continued to serve as an important vehicle for helping Member States to develop their capacity to address the challenges posed by emerging issues, as well as make progress towards sustainable development by accessing the broad and diverse professional expertise, technical

competence and knowledge available in the Secretariat. The programme was executed by 11 implementing entities of the Secretariat: four of them (the Department of Economic and Social Affairs, UNCTAD, UN-Habitat and the United Nations Office on Drugs and Crime), are reported under this programme element; the five regional commissions (the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic and Social Commission for Western Asia (ESCWA)) are reported under regional cooperation for development; and the final two, the Office for the Coordination of Humanitarian Affairs (OCHA), and the Office of the United Nations High Commissioner for Human Rights (OHCHR), are reported under human rights and humanitarian affairs.

30. Under the regular programme of technical cooperation, the Department of Economic and Social Affairs focused in developing national capacity to assist in the development of national policies, strategies, applied methodologies, institutional changes, e-government frameworks, partnerships, and the construction of e-networks. Some examples of the results of those targeted interventions include: capacity-building workshops that assisted Côte d'Ivoire and Guinea-Bissau with the preparation of national reports on the Convention on the Elimination of All Forms of Discrimination against Women; and capacity-building efforts to pave the way for a consensus agreement at the seventeenth session of the Commission on Sustainable Development on actions needed at the field level in the thematic areas of agriculture, rural development, land, drought, desertification and Africa.

31. UNCTAD interventions with regular programme of technical cooperation funds contributed to increasing the understanding of policymakers and government officials of policy options and their implications. They also assisted Member States in their capacity to build more effective and integrated policy responses to a changing global economy. Those activities contributed to concrete results, such as the formulation by members of the Group of 24 — and officers from central banks, the International Monetary Fund (IMF) and the World Bank — of a common position of developing countries on issues discussed in forums of the international financial institutions and on the governance of these institutions themselves.

32. With regard to UN-Habitat, results achieved with those resources include the documentation of national support frameworks for regional planning in francophone least developed countries, capacity-building efforts for facilitating the European Commission financial assistance in Eastern Europe, social housing operational and financial instruments in South-Eastern Europe, and affordable housing development in the United Republic of Tanzania. Technical advice was provided as well for post-disaster reconstruction to Bosnia and Herzegovina with the purpose of shifting grant-based housing finance to more sustainable housing schemes based on mobilization of domestic and international finance markets.

33. Finally, the United Nations Office on Drugs and Crime made a significant contribution towards ratification and implementation of international drug and crime control instruments. During the biennium, approximately 33 Member States ratified the United Nations Convention against Corruption and 12 States ratified the United Nations Convention against Transnational Organized Crime. The Office focused on capacity-building on international cooperation in criminal matters, with special emphasis on extradition, mutual legal assistance and confiscation. In addition, the

Office trained an estimated 1,000 officials of government and institutions in the areas of combating organized crime, trafficking, corruption, money-laundering and drugs.

34. In reflecting on the challenges faced during the biennium, most of the programmes cited the increasing demand for services and the need to deploy sufficient resources to meet that demand. Key challenges in respect to the international cooperation for development programme included grappling with the negative effects of the global economic and financial crisis, exacerbated by the impact of the food and energy crisis and climate change. In some cases, departments adapted to new priorities and challenges by reformulating activities.

E. Regional cooperation for development

35. The regional commissions continued with their efforts to position themselves as leading regional hubs for the promotion of sustained economic growth and sustainable development in their respective regions. All of the commissions provided critical policy analyses to assist Governments in dealing with the effects of the global financial crisis and other emerging issues. Along that line, the Ministerial Conference on the Global Financial Crisis and the Implications for Africa, organized by ECA (Tunis, November 2008), resulted in the adoption of a communiqué regarding actions to be taken by African countries to mitigate the negative impacts of the financial crisis. In the case of ESCAP, a major outcome of that effort was the commitment by the Commission to implement a regional action framework for addressing the food, fuel and financial crises. With regard to ECE, its Committee on Economic Cooperation and Integration adopted policy recommendations on innovation policies conducive to overcoming the global economic crisis and policies to cushion the impact of the crisis on innovative development. ECLAC provided analyses of the current economic crisis, medium- and long-term sectoral development policy recommendations and, in 2008, convened the Seminar on Food and Energy Crises. In ESCWA, its *Regional Economic Forecasts* (December 2008 and December 2009) focused on assessing the impacts of the global financial crisis and food inflation.

36. Key publications issued by the regional commissions contributed to improved policy formulation and implementation processes in the different regions within their purview. Some of the leading publications issued include: the *Economic Report on Africa* (2008-2009) and the *African Economic Outlook* prepared by ECA. Those documents contributed to the improvement in macroeconomic policy in Africa and provided detailed analysis on key development challenges on African economies, respectively. The ESCAP *Economic and Social Survey of Asia and the Pacific* and the *Statistical Yearbook for Asia and the Pacific* received a large media coverage and increased readership, demonstrating their importance as references among researchers and policymakers. The development by ECE of the *System of National Accounts 2008* (two volumes, adopted by the United Nations Statistical Commission in February 2008 and 2009) was also a well-received contribution. ECE also participated in the development of the international *Export and Import Price Index Manual* and the *Practical Guide to Producing Consumer Price Indices*. Also a remarkable achievement are the more than 200 publications issued by ECLAC during the biennium in the different areas covered by that regional commission; including its six flagship annual publications, which have received an average of

1 million downloads each during the period and reader's satisfaction rates of 95 per cent. The *Survey of Economic and Social Developments in the ESCWA Region 2007-2008*, which called for policy measures in light of the right-based development strategies upon the fact of increasing fluctuations of regional capital flows, was also an important contribution to the policy debate.

37. All the commissions reported success in their work towards consensus-building and advocacy efforts. For example, ECA contributed to the elaboration of an African negotiating position, adopted by the African Union summit in July 2009, to ensure adequate reflection of the region's concerns in the Copenhagen global agreement on climate change. The advocacy efforts of ESCAP led to the adoption by the first Forum of Asian Ministers for Transport of the Bangkok Declaration on Transport Development in Asia, which established immediate priorities for regional cooperation in the transport sector; and to the development of "Green Growth" strategies by eight member States. Under the auspices of ECE, Transport Ministers — or their high-level representatives from 19 countries — signed a Joint Statement on the Future Development of Euro-Asian Transport Links. In addition, 39 accessions to ECE legal instruments on transport were recorded. ECLAC technically supported 13 Latin American and Caribbean countries to implement the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean, which resulted in the adoption of 13 public policy programmes in this area in different countries throughout the region. The advocacy and capacity-development efforts of ESCWA supported 13 member States in the formulation of national youth policies, and prepared national reports to follow up on the implementation of the World Programme of Action for Youth.

38. The policy analysis, statistical standards, and legal instruments supported by the regional commissions were also widely utilized by the Governments of the region to improve their performance in different areas. In that regard, as a result of ECA workshops, 10 countries (Angola, Burundi, Liberia, Malawi and the Sudan in 2008; Chad, Djibouti, Guinea-Bissau, Kenya and Mali in 2009) utilized the manuals (on census planning and enumeration; and census data processing) developed by the Commission in various stages of their population censuses. The ESCAP Committee on Statistics was recognized by member States as the leading forum for statistics development in Asia and the Pacific. In addition, eight countries expressed interest improving their national regulatory frameworks based on the work of ESCAP on the broadband communication satellite. The efforts of ECE for its part, can be attested by the 135 vehicle regulations and amendments entered into force with the support of the Commission at the end of biennium, that necessitated the amendment of legal instruments; as well as by the development of standards in six statistical areas, notably related to the System of National Accounts 2008. With the advice of ECLAC, a total of 17 countries have incorporated the recommendation of the System of National Accounts 1993 into their national accounts (five new countries during the biennium) and 28 countries have made satisfactory progress towards the collection of data and the production of Millennium Development Goals indicators. ESCWA contributed to the inclusion of a gender perspective in Saudi Arabia's national plan in 2008 and contributed to the establishment of mechanisms for women by 14 member States, with an increase of 6 member States in 2008-2009.

39. The regional commissions were also allotted some resources from the regular programme of technical cooperation. Those funds provided the departments with the operative flexibility for responding rapidly to new and unforeseen needs of member

States, and afforded implementing the departments' interventions with the means to effectively employ a multisectoral approach to development. The most important results obtained with the regular programme of technical cooperation are summarized below.

40. ECA catered to scores of technical cooperation requests concerning emerging and persistent development issues, including climate change, gender, ICT for development, trade and strengthening regional integration. Advisory missions and training activities were aimed at strengthening the capacities of member States in formulating and implementing appropriate policies/programmes leading to: common negotiating positions on trade, grass-roots-level benefits in different African countries owing to the adoption of appropriate ICT, gender; and statistics policies, tools and frameworks.

41. ESCAP activities were aimed at promoting inclusive and sustainable development in Asia and the Pacific through high-level policy advocacy with supportive capacity-development intervention. ESCAP provided programmatic responses, particularly to least developed countries and small island developing States, to multiple development crises related to food, fuel, finance and climate change, as well as two large-scale natural disasters in Myanmar and Samoa.

42. ECE regional advisory activities under the regular programme of technical cooperation were provided mainly at the requests of countries with economies in transition, in particular low-income and landlocked developing countries. They contributed to strengthening national capacities to accede or adopt and implement international instruments, norms and standards, particularly on transboundary issues, as well as to promoting regional cooperation.

43. ECLAC efforts facilitated the implementation of policies regarding key issues, such as the reactions to the financial and economic crisis of 2008-2009; the adoption of country positions in relation to the challenges posed by climate change; preparation of countries of the region for the 2010 round of population censuses; application of new practices in the design and implementation of public-private alliances aimed at fostering export development and greater insertion in global value chains; and strengthening member States capacities to design and implement macroeconomic policies and to evaluate social programmes, among others.

44. ESCWA's services with regular programme of technical cooperation resources were undertaken in several areas of priority. The Commission reported important achievements in the empowerment of women, ICT networking capacity, strategic planning, national accounts and bilateral investment. With the contribution of the Commission's efforts, some concrete achievements reported include the drafting of Law 33 for waste water and sanitary sewerage in Bahrain; the promotion of management of hydrologic droughts; hydrologic monitoring network and environmental impact assessment in Jordan; and the drafting of Saudi Arabia's national environmental policies for the ninth Five-Year Development Plan.

F. Human rights and humanitarian affairs

45. Two of the priorities for 2008-2009 biennium — the promotion of human rights, and the effective coordination of humanitarian assistance — were covered under human rights and humanitarian affairs. One of the programmes contained

under the programme element is related to promotion of human rights; and the other three are concerned with the delivery of services directly to refugees or persons affected by natural disasters and other humanitarian emergencies. The present biennium was marked by the need to respond rapidly to critical human rights situations in different countries, rising levels of forced displacement — with the total population of concern to the Office of the United Nations High Commissioner for Refugees (UNHCR) estimated at 34.4 million — and persistent conflicts and serious natural disasters. These problems continued to stretch resources of the programmes dedicated to mitigating the negative effects on vulnerable populations brought about by these types of situations.

46. Against the backdrop of the sixtieth anniversary of the Universal Declaration of Human Rights in 2008, OHCHR saw a number of positive developments principally through strengthened normative frameworks (including the adoption and entry into force of new instruments) and the increased implementation of human rights at the national level. At the field level, human rights officers were sent at short notice to contribute to the prevention of human rights violations in accordance with the mandate of the High Commissioner for Human Rights through 10 missions, including to Georgia; Guinea; Iraq; Kenya; Madagascar; the Occupied Palestinian Territory and fact-finding missions to Gaza and Honduras; and a monitoring mission prior to elections in Gabon. However, responding rapidly to critical human rights situations remained a major challenge to be addressed through the continuing strengthening of the Office's rapid-response capacity and through increased cooperation with the United Nations system and with partners at the national level. In 2008-2009, important activities of OHCHR contributed to strengthening the capacity of Member States, in rule of law issues, particularly relating to transitional justice; administration of justice; democracy; and accountability mechanisms. OHCHR prepared tools and guidelines for various training activities (10-15 per year) for United Nations field staff, government officials, judges and parliamentarians, national human rights institutions and civil society representatives.

47. With regard to refugees, the biennium 2008-2009 was marked by rising levels of forced displacement, with the total population of concern to UNHCR estimated at 34.4 million in January 2009. The Office scaled up quickly in response to a number of crises, including those in Georgia in 2008, and in Pakistan and Yemen in 2009. UNHCR worked with Governments to bring an end to displacement for refugees from Angola, Burundi, Liberia and Rwanda. In the United Republic of Tanzania, UNHCR supported the Government with the naturalization of some 155,000 Burundian refugees. Local integration initiatives in Europe and West Africa were also reinforced. It is estimated that up to 135,000 refugees were resettled, including long-standing refugees from Bhutan and Myanmar and almost 90,000 Iraqi refugees. UNHCR made significant progress in addressing the issue of statelessness, including contributions to policy changes in Bangladesh that resulted in confirmation of citizenship for up to 300,000 persons. In designing their programmes, UNHCR and its partners face the manifold challenges of shrinking asylum space, the declining availability of solutions and an increasingly urban-based population of concern. Asylum-seekers and refugees within larger migration movements remain vulnerable to removal as irregular migrants.

48. The increasing demands of the refugee population — and limited financial resources — continue to challenge the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) in its efforts to meet the basic health

and education needs of the Palestine refugees. In December 2009, there were 482,750 pupils enrolled in 691 schools administered by UNRWA, achieving an average pass rate of 96.17 per cent. Skills of more than 2,000 education staff were upgraded and more than 1,200 enrichment materials were produced. The number of family planning acceptors increased to 138,000, while 76 per cent of women registered for antenatal care within the first three months of pregnancy, and 99.8 per cent of deliveries were made by trained personnel. Immunization of women and children against vaccine-preventable diseases was maintained at over 95 per cent coverage, and the number of patients with non-communicable diseases under supervision increased by 20.7 per cent over the biennium. Twenty-five per cent of shelters identified as being in need were rehabilitated, reducing unhealthy, hazardous and unhygienic living conditions for a number of refugee families. Nevertheless, the increasing cost of fuel and food prices exposed new vulnerabilities in the refugee community, heightening the demand for relief and social services that were not met proportionately by donor contributions.

49. A number of large complex emergencies, including in Darfur (Sudan) and the Democratic Republic of the Congo, dominated the humanitarian relief agenda during the biennium 2008-2009. OCHA continued to mobilize and provide support for those emergencies, through advocacy, appeals and operational support, provided by humanitarian coordinators and country teams. In 2008 and 2009, OCHA responded to 56 and 43 new emergencies, respectively, which included natural disasters, armed conflict and other events, such the cholera outbreak in Zimbabwe in 2008. The cluster approach was implemented in all countries in which humanitarian operations are led by a Humanitarian Coordinator, except in the Niger and Yemen, where implementation is expected in early 2010. Over the biennium, the cluster approach was rolled out in nine new sudden-onset emergencies. OCHA agreed on policy and standard operating procedures on the management of country and regional offices. In the biennium, OCHA also held workshops on gender equality and gender-based violence programming in Bangkok, Johannesburg, South Africa, and Panama, introducing field practitioners to the handbook and the guidelines on gender-based violence.

50. Two of the programmes — OHCHR and OCHA — also implemented resources of the regular programme of technical cooperation. With those funds, the OHCHR capacity-building programmes succeeded in providing high-level expertise for the development of policy-related issues, strategies and programmes on human rights through advisory services, technical training, and field projects in Africa, Asia and the Pacific, Europe and Central Asia and the Americas. Those interventions resulted, inter alia, in the integration of human rights in curricula for justice administration, including the development of a strategy on the protection of civilians during elections.

51. Finally, OCHA assisted Governments and national, regional and international organizations in establishing consistent standards and procedures to develop contingency plans that incorporate lessons learned and best practices in planning for humanitarian response. Specifically, 56 countries have completed an inter-agency process that resulted in an updated contingency plan in place. All 28 countries with a Humanitarian Coordinator had initiated or revised inter-agency plans, in accordance with standards. Among those countries reporting the benefits of contingency planning were Burkina Faso and Nepal, both in facilitating responses to floods in 2009.

G. Public information

52. Measured by the accomplishments in increasing the knowledge of its target audience and forging a positive attitude towards major areas of concern of the United Nations, the public information programme achieved a high level of success during the present biennium. The Department of Public Information led major communications campaigns on priority themes, including development in Africa, the Millennium Development Goals and climate change. In 2009, the Department worked closely with the Secretary-General's Climate Change Support Team in disseminating messages about climate change and the United Nations Climate Change Conference in Copenhagen through United Nations press releases, websites, radio and television stories, publications and outreach activities at Headquarters and at United Nations information centres.

53. New media and social media tools were used in communications initiatives, including in the Secretary-General's "We Must Disarm" campaign. Twitter enabled the Department of Public Information to reach at least 1.2 million people, with followers joining from over 50 countries, including many developing countries. An evaluation of the online campaign showed that the use of Facebook and Twitter drove traffic to the United Nations website. A United Nations channel was launched on youtube.com, enabling innovative outreach efforts such as the "Citizen Ambassadors" campaign, which encouraged individuals to engage United Nations decision makers during the General Assembly session.

54. Website users from 118 countries, including many developing countries, downloaded online audio clips. Internal communications across the Secretariat were strengthened: iSeek is now accessible at over 100 duty stations worldwide. The reach of United Nations news products was expanded: the number of radio and television stations broadcasting United Nations programmes rose by 37 per cent between 2007 and 2009, and traf[illegible] the main United Nations website and to websites of the United Nations information centres outpaced their targets.

H. Common support services

55. The common support services of the United Nations formulates policies and procedures and provides strategic guidance, direction and support to all entities of the Secretariat in three broad management areas, namely, finance and budget, human resources, and physical resources (support operations and services). In summary, the present section includes what could be named as the administrative support of the Organization, both from the perspective of policy issuance and services delivery.

56. In the policy areas, under the leadership of the Office of the Under-Secretary-General for Management, during 2008 the General Assembly approved the statutes of the newly constituted United Nations Dispute Tribunal and the United Nations Appeals Tribunal for the new system of administration of justice (resolution 63/253) and a new contractual arrangement system in the United Nations Secretariat (resolution 63/250). Starting on 1 July 2009, the United Nations launched a new system of internal justice that is constituted by its two pillars: the formal and the informal. This new, independent, professionalized and decentralized system of internal justice replaced the old and obsolete peer-review system. The Office also worked actively in improving business processes, launching the business process

improvement initiative and the Lean Six Sigma capacity-building programme. In the area of promoting increasing accountability, the Office submitted the report of the Secretary-General on the accountability architecture, enterprise risk management and internal control framework, and results-based management (A/62/701 and Corr.1) to the sixty-third session of the General Assembly, and coordinated the elaboration of the first-ever interim programme performance report for the biennium 2008-2009. With the purpose of bringing increased transparency to the Organization's management, since 2008 the Senior Managers' Compacts are made available on iSeek for full disclosure and, similarly, since 2009, their respective assessments. In addition, since 2009 the compacts were extended to senior officials at the Assistant Secretary-General level, who sign them with their respective Under-Secretaries-General.

57. The Office of the Under-Secretary-General/Department of Management achieved far-reaching results in three distinct areas that may serve as landmarks in the Secretariat's history. The continued success of the capital master plan was evident with each and every move of offices and staff to various swing spaces being managed with precision and efficiency. A total of 4,540 staff members were successfully relocated to onsite and off-site swing spaces. The construction of the Temporary North Lawn Building in 2009 to house the Executive Office of the Secretary-General further brought acclaim to the capital master plan. Also during 2009, the projected cost-to-complete of the capital master plan was continually reduced from earlier estimates, and value engineering continued.

58. The Office of Programme Planning, Budget and Accounts was successful in achieving results in the form of its preparatory work for the implementation of the International Public Sector Accounting Standards (IPSAS) and for the automation of contributions processing. Progress continued to be made with regards to the integrity of financial data and improving client services, including the processing of payments. In regards to the United States dollar and euro investment pools, performance exceeded benchmarks. Returns were achieved with zero cash loss, meeting the liquidity requirements of all clients and outperforming the markets while adhering to United Nations Treasury policies.

59. The Office of Human Resources Management also achieved significant results. It strengthened accountability mechanisms, having worked intensively in the implementation of the compacts and the Human Resources Action Plans. It also increased its outreach activities aimed at attracting qualified candidates from unrepresented and underrepresented Member States. Additionally, the Office issued and updated the Influenza Pandemic Guidelines. Issues related to occupational and environmental health were continuously addressed by the Office. A major milestone of human resources management reform reached as a result of close collaboration with stakeholders was the simplification of the contractual arrangements from 16 types of employment contracts to 3 types of contracts as of 1 July 2009, and harmonized conditions of service between staff in the field and at Headquarters. Owing to those contractual changes, the Staff Rules were amended into one set of rules, instead of three. A number of Secretary-General's bulletins and administrative instructions were amended and approved in 2008-2009.

60. The Office of Central Support Services achieved good results in terms of the quality of services provided. For example, cost-efficient travel services were offered through successful negotiations with major airlines that resulted in a 29 per cent

cost-reduction in relation to the full cost for official travel. An enhanced online system for visa and other related applications was also implemented that reduced the processing time for the issuance of United Nations travel documents and visa requirements. Extensive training was provided to procurement staff, both at United Nations Headquarters and in peacekeeping missions that increased the transparency and effectiveness of procurement process within the Organization. The system for issuing laissez-passers is being upgraded to enhance its security features, including the redesign of the booklets to include the most current safety and security features such as biochip technology to ensure document integrity and compliance with International Civil Aviation Organization standards. The agenda for the procurement reform was completed during the biennium, with the submission to the General Assembly of reports on procurement governance and on sustainable procurement as requested by the General Assembly.

61. At the United Nations Office at Geneva, regular meetings were held with Executive Heads of United Nations entities in Geneva that facilitated information-sharing and reinforced efforts towards more coherence in the activities of the United Nations family in Geneva. For example, the launching of the web-based consolidated calendar of United Nations system meetings provided important underpinnings for system-wide coherence and offered important practical information for the diplomatic community and other stakeholders. The Office also strengthened its outreach, information and partnership-building activities with civil society through the commemoration of International Days and other important events, such as the launching of the Geneva Lecture Series, inaugurated by the Secretary-General. In regards to service delivery, the Division of Administration has successfully implemented its programmatic indicators of achievement as evidenced by the individual performance measures which exceed targets in almost all areas, including: a significantly higher-than-targeted reduction in the amount of unliquidated obligations; a higher-than-targeted reduction in the turnaround time for the issuance of extrabudgetary allotments; and the availability of the telecommunications and data network infrastructure during working hours exceeded the expected target (average of 99.98 per cent availability in 2009).

62. The United Nations Office at Vienna succeeded in meeting all the demands for services and received a positive feedback from Member States for the quality of service provided. The Office redesigned its website in English, French and German and also worked intensively in facilitating the asbestos removal in its premises, and exercising leadership in environmental matters. The Information Technology Service received the UN21 Awards for the National Drug Control System, which is currently in use in more than 40 countries, and for the implementation of an online clearance procedure for separating staff. The Information Technology Service has taken the number one spot in both 2008 and 2009 in the Secretariat-wide information and communications technologies (ICTs) user-satisfaction survey. The Information Technology Service expanded the ICT drugs and crime services provided to Member States with the Government Office Anti-Money-Laundering (goAML) and the Government Office Case Management for law enforcement (goCASE) software tools (goaml.unodc.org, gocase.unodc.org), and the Government Office Infrastructure and Data Centre Model (goIDM) (goidm.unodc.org).

63. The United Nations Office at Nairobi was effective in achieving an average turnaround time of less than three hours for completing 100 per cent of the infrastructure malfunctions reported to its maintenance area during the biennium.

Other achievements reported by the United Nations Office at Nairobi included the promulgation of the Secretary-General's bulletin defining the functions of the Office (ST/SGB/2009/3) and the continuing improvement of Accounts Section services in order to effectively serve and fulfil clients' needs. The percentage of payments that were processed and transactions recorded within 30 days or less of the receipt of all appropriate documents stands at 93 per cent as at 31 December 2009.

I. Internal oversight

64. The Office of Internal Oversight Services initiated quality assurance and improvement initiatives and quality reviews in each subprogramme to ensure that the highest standards of quality are consistently met. Surveys conducted by the Internal Audit Division showed that clients are generally satisfied with the quality of the Division's work. From a scale of 1 to 4, with 4 being excellent, the Division was rated 2.8 on quality. The Inspection and Evaluation Division, for its part, conducted an external quality assessment of its reports. Three out of seven, or 43 per cent, of the Division's inspection reports, were considered to be of "good" quality, while the remaining four, or 57 per cent, were considered "fair". The Division will review the specific areas needing improvement in order to strengthen the quality of its reports in the next biennium.

65. During the present biennium, the three subprogrammes of OIOS — the Internal Audit Division, the Investigations Division; and the Inspection and Evaluation Division — updated and significantly expanded their respective manuals to reflect changes in the work environment and to ensure consistency with international norms and standards. The manuals are available publicly through the OIOS website to increase transparency and enhance understanding of the work of OIOS.

66. Finally, OIOS developed a comprehensive risk management framework enabling that office to prioritize the allocation of resources to oversight of programmatic and operational areas that have the greatest exposure to risks of fraud, waste, abuse, inefficiencies and mismanagement. The adoption of a risk-based approach meets the requirements of IPSAS.

J. Safety and security

67. The operational pace of the safety and security programme increased dramatically, with a significant number of surge deployments to support field operations. The programme witnessed enhanced host country engagement over the year owing partly to the increasing number of crises which in turn provided the Department of Safety and Security an opportunity to explain its mandate and activities to various groups of Permanent Representatives.

68. The Department of Safety and Security concentrated on significantly improving staff safety globally. A focused effort on the maintenance of up-to-date security threat and risk assessments as well as the increased compliance with minimum operating security standards has been instrumental in that effort. For the biennium, 84 per cent of locations had an updated Security Risk Assessment. The assessments are continuously updated for countries and areas with elevated security phases or upon substantial changes to the security environments. A crisis cell was

prepared for 15 crisis situations and was fully activated for 9 declared crises. The programme also extended full cooperation to two major enquiries into the bombing in Algiers.

K. Final statement on achieving results

69. The discussions about improving the programme performance report in the Secretariat, by making the document more results-oriented, started more than 10 years ago. At its thirty-eighth session, in June 1998, the Committee for Programme and Coordination concluded that in future programme performance reports, more emphasis should be placed on qualitative analysis to reflect achievements in implementing programme activities (see A/53/16). Since then, similar recommendations have been issued by the Committee almost on a yearly basis, the latest being the request issued by the Committee to the Secretariat at its forty-eighth session, "to continue to make methodological changes related to the improvement of the quality of the formulation of expected accomplishments and performance indicators" (A/63/16, para. 36).

70. The Secretariat has responded to each of those requests by making strong efforts towards that objective and the quality of the reports has definitely improved throughout the years, although certain weaknesses remain. Along that line, in the most recent report (A/64/640), the Secretary-General referred to three systemic weaknesses that should be addressed to strengthen the quality of performance reporting: the formulation of the logical frameworks; the timing of the issuance of the programme performance report; and the capacity of the current management information systems to link results achieved to resources used. The proposed solutions presented were, respectively, the establishment of a results-management unit, the issuance of an interim programme performance report, and support to the implementation of the Umoja (enterprise resource planning) project to enable linking of results with resources used. Those recommendations were not endorsed either by the Advisory Committee on Administrative and Budgetary Questions (see A/64/683 and Corr.1), or by the General Assembly; although the need for a dedicated focus to work on results-based management, and on improving the logical frameworks that are at the core of the programme performance report, was recognized by both as a required step for an enhanced programme performance report.

71. However, even in the context of the existing limitations, Member States will find very useful information in the present report for the 2008-2009 biennium, both at the programme element and the budget section levels. That information will allow them to assess the performance of the Organization by analysing the results and accomplishments reported herein. While results-based management is still a work in progress within the United Nations, the Secretariat is committed to its full implementation, as that element, together with risk management, are core components of an effective accountability system to which the Secretary-General is firmly committed.

III. Delivery of outputs and resource utilization

72. As mandated by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8, rule 106.1 (a) (ii)), the delivery of final outputs should be determined in comparison with the commitments set out in the programme narratives of the approved programme budget and reported to the General Assembly through the Committee for Programme and Coordination. Outputs are defined as final products or services delivered by a programme to end-users in order to fulfil its accomplishments and objectives. Implementation reporting covers "quantifiable" outputs comprising six categories: (a) substantive servicing of meetings; (b) parliamentary documentation; (c) expert groups, rapporteurs and depository services; (d) recurrent publications; (e) non-recurrent publications; and (f) other substantive activities (such as exhibits, booklets, special events, technical material, fact-finding and special missions, promotion of legal instruments, etc.).

73. The distinct feature of the "quantifiable" outputs is that they are clearly described and quantified in the programme budget and their implementation can be unambiguously monitored. Other activities comprise "non-quantifiable" outputs in the sense that their numbers are not consistently defined in the programme budget as they can be neither planned nor predicted precisely, because, for example, they are either subject to Government request or they represent the provision of services the scope of which is uncertain. Those outputs are reflected in the programme budget in a descriptive manner, with no identification of specific products or their quantity, thus it is not possible to report on their implementation rates. Nevertheless, they comprise a significant part of the Secretariat's work and resources. Examples of such outputs include advisory services, training courses, field projects, conference services and administration. Such non-quantifiable outputs are not reflected in the implementation reporting that follows, but they are factored into the analysis of resource utilization and technical cooperation delivery (as reported in chap. III.F below), as well as in the reporting on the implementation of expected accomplishments.

74. The inventory of programmed outputs subject to implementation reporting is based on the programme of work narratives of the relevant subprogrammes in the proposed programme budget for the biennium 2008-2009 as approved by the General Assembly in its resolutions 62/237 A-C. The 2008-2009 budget contained 26,689 programmed outputs. With 652 outputs carried over from 2006-2007, the number of planned outputs came to 27,341. Together with 3,321 outputs added during the biennium by legislative bodies, the number of mandated outputs due for implementation in 2008-2009 amounted to 30,662. Furthermore, 1,476 outputs were added to the workload and implemented at the initiative of the Secretariat, resulting in a total of 32,138 quantifiable outputs. The rate of implementation of those outputs is shown in table 1 (which does not include those budget sections having only non-quantifiable outputs), and is available in more detail in the output implementation tables for budget sections that follow.

A. Implementation rates

75. During the biennium, 31,758 outputs were completed as planned and 380 outputs were completed after reformulation[4] (both are considered as having been implemented); a total of 625 outputs were postponed to the next biennium, and 2,773 outputs were terminated. Postponements and terminations of outputs occurred either by legislative decision or at the discretion of programme managers (in accordance with rule 106.2 (b) of the programme planning rules).

76. Depending on the workload base, the output implementation rate can be calculated in three different ways. The first calculation (I_M) shows the percentage of all mandated outputs (those initially programmed plus those carried over plus those added by legislation) that were implemented. The second calculation (I_T) shows the implementation of the total of all outputs, being the sum of mandated outputs and those added by the Secretariat. Finally, the third formula ($I_T/_P$) is the ratio of all implemented outputs (programmed, carried over, reformulated and added by legislation and by the Secretariat) to the outputs initially programmed in the 2008-2009 budget. The last calculation shows how much was delivered by a particular programme compared with what was programmed at the outset of the biennium. The reasoning behind the calculation of $I_T/_P$ is that while budgetary resources were provided to deliver the outputs programmed, developments during the biennium may have resulted in additions to the workload that had to be implemented within available resources. This implementation rate, therefore, reflects the intensity of work in the different organizational entities. The data in the "number of outputs" column in table 1 shows the sum of quantifiable outputs that were initially programmed, carried over and added by either legislation or the Secretariat.

Table 1
Implementation rates[a]

			Implementation rates (percentage)		
Budget section		*Number of outputs*[b]	I_M	I_T	$I_{T/P}$
2.	General Assembly and Economic and Social Council affairs and conference management	2 333	90	90	99
3.	Political affairs	1 372	82	83	90
4.	Disarmament	1 991	71	73	91
5.	Peacekeeping operations	233	99	99	138
6.	Peaceful uses of outer space	593	100	100	118
8.	Legal affairs	2 745	84	84	143
9.	Economic and social affairs	3 060	91	91	99
10.	Least developed countries, landlocked developing countries and small island developing States	115	89	90	117
11.	United Nations support for the New Partnership for Africa's Development	124	94	94	104

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[4] An output is considered reformulated when its description as cited in the programme budget has been modified, but it continues to address the subject matter of the originally programmed output.

Budget section		Number of outputs[b]	Implementation rates (percentage)		
			I_M	I_T	I_{TP}
12.	Trade and development	2 015	89	91	125
13.	International Trade Centre UNCTAD/WTO	281	85	85	88
14.	Environment	1 173	98	98	113
15.	Human settlements	714	89	90	112
16.	International drug control, crime prevention and criminal justice	1 502	89	89	124
17.	Economic and social development in Africa	371	91	91	100
18.	Economic and social development in Asia and the Pacific	498	94	94	101
19.	Economic development in Europe	3 068	91	92	107
20.	Economic and social development in Latin America and the Caribbean	597	96	97	128
21.	Economic and social development in Western Asia	491	81	82	90
23.	Human rights	5 395	89	89	109
24.	International protection, durable solutions, and assistance to refugees	166	81	81	83
26.	Humanitarian assistance	695	99	99	100
27.	Public information	291	98	98	102
28A.	Office of the Under-Secretary-General for Management	801	100	100	118
28B.	Office of Programme Planning, Budget and Accounts	933	100	100	101
28C.	Office of Human Resources Management	340	69	69	80
28E.	Administration, Geneva	3	100	100	100
28F.	Administration, Vienna	3	100	100	100
28G.	Administration, Nairobi	6	100	100	200
29.	Internal oversight	120	92	93	102
33.	Safety and security	109	71	71	71
	Total	**32 138**	**89**	**89**	**108**

[a] Quantifiable outputs only.

[b] Includes all outputs (mandated plus discretionary) implemented.

77. Programmes achieved an implementation rate of 89 per cent for mandated outputs (I_M) in 2008-2009, which is the same as in 2006-2007. The total implementation rate (I_T) for the same period was 89 per cent compared to 90 per cent in the previous biennium. This is the second highest implementation rate ever achieved by the Secretariat. Of the 31 budget sections and subsections listed in table 1, 18 achieved total implementation rates of 90 per cent or higher, compared to 23 in the previous biennium, and 10 had implementation rates between 80 and 89 per cent compared to 5 in the previous biennium. Only three budget sections had implementation rates lower than 80 per cent, namely, disarmament (71 per cent), safety and security (71 per cent) and the Office of Human Resources Management (69 per cent).

78. As noted, section 4, Disarmament, had an implementation rate noticeably below the average — 71 per cent (which was however higher than the rate in the previous two bienniums, 65 per cent in 2006-2007 and 59 per cent in 2004-2005). This is explained by the large number of outputs terminated by the Office for Disarmament Affairs (519), which accounted for 32 per cent of programmed outputs and 19 per cent of all Secretariat terminations.[5]

79. The safety and security programme was a similar case. The programme had an implementation rate of 71 per cent, which was an improvement compared to the implementation rate of 50 per cent of the previous biennium. A total of 32 outputs were terminated during the biennium, which accounted for 6 per cent of the programmed outputs of the Department of Safety and Security.

80. The implementation rate for the Office of Human Resources Management dropped significantly owing to the termination of 104 of its outputs out of which 90 terminations resulted from reduced requirements for substantive servicing of intergovernmental meetings.

81. As explained above, the indicator ($I_{T/P}$) is the ratio of all implemented outputs to the outputs initially programmed. It reflects the resourcefulness and ability of departments and offices to cope with unforeseen circumstances, as well as difficulties and uncertainties in attempting to plan output delivery with a reliable degree of precision two to three years in advance. Emerging issues and changing priorities may require the department or office to respond by delivering additional outputs. The Secretariat-wide average implementation rate ($I_{T/P}$) was 108 per cent, with 12 budget sections at or above that level and 19 below it. This reflected an average implementation rate higher than in the previous biennium, which stood at 106 per cent. This indicates the continuous ability and flexibility of programme managers to consistently respond to unexpected programmatic demands and support the achievement of higher programme delivery results.

B. Additions

82. In the course of the biennium, 4,797 outputs were added to the programme of work either by intergovernmental bodies or by the Secretariat and were implemented. Compared to the total planned outputs, the level of additions was higher than that for the previous bienniums: 18 per cent against 16 per cent in 2006-2007 and 14 per cent in 2004-2005. As in previous bienniums, a significant proportion — 91 per cent — of the additions were introduced by intergovernmental bodies, mostly in two categories of outputs: parliamentary documentation (1,335 outputs or 40 per cent) and substantive servicing of meetings (1,716 outputs, or 51 per cent). Of the additions by the Secretariat, 41 per cent were in the category of substantive servicing of meetings, 33 per cent in parliamentary documents and 24 per cent in other substantive activities and training courses, seminars and workshops. The data on added outputs are presented in table 2 for those departments in which additions were made.

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[5] A total of 519 outputs were terminated by the Office for Disarmament Affairs compared to 2,778 outputs terminated in the entire Secretariat, comprising 33 budget sections.

Table 2
Additions

		Reason for addition				
			Secretariat			
Budget section	*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additions (percentage)*[a]
2. General Assembly and Economic and Social Council affairs and conference management	206	164	42	42	—	10
3. Political affairs	68	41	27	27	—	5
4. Disarmament	390	229	161	147	14	24
5. Peacekeeping operations	65	62	3	3	—	39
6. Peaceful uses of outer space	94	94	—	—	—	19
8. Legal affairs	1 058	1 026	32	32	—	63
9. Economic and social affairs	176	132	44	43	1	6
10. Least developed countries, landlocked developing countries and small island developing States	20	1	19	12	7	21
11. United Nations support for the New Partnership for Africa's Development	11	4	7	7	—	10
12. Trade and development	464	55	409	383	26	30
14. Environment	88	31	57	32	25	8
15. Human settlements	105	10	95	86	9	17
16. International drug control, crime prevention and criminal justice	367	314	53	22	31	32
17. Economic and social development in Africa	17	4	13	4	9	5
18. Economic and social development in Asia and the Pacific	28	25	3	3	—	6
19. Economic development in Europe	328	267	61	54	7	12
20. Economic and social development in Latin America and the Caribbean	136	28	108	54	54	30
21. Economic and social development in Western Asia	31	20	11	11	—	7
23. Human rights	970	765	205	203	2	22
26. Humanitarian assistance	2	—	2	2	—	—
27. Public information	7	3	4	2	2	2
28A. Office of the Under-Secretary-General for Management	119	—	119	119	—	17
28B. Office of Programme Planning, Budget and Accounts	7	7	—	—	—	—

		Reason for addition				
			Secretariat			
Budget section	*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additions (percentage)*[a]
28C. Office of Human Resources Management	31	31	—	—	—	10
29. Internal oversight	9	8	1	1	—	8
Total	**4 797**	**3 321**	**1 476**	**1 289**	**187**	**18**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

83. Seven budget sections, covering disarmament; legal affairs; General Assembly and Economic and Social Council affairs and conference management; trade and development; international drug control, crime prevention and criminal justice; economic development in Europe; and human rights, accounted for 79 per cent of all additional outputs. In those seven sections, 74 per cent of all the additions were introduced by legislative bodies. In five of them, legislative additions represented more than 75 per cent of the total additions and in only two sections, disarmament and trade and development, did additions as a result of legislation total less than 60 per cent and 15 per cent of all additions.

C. Postponements

84. Of the 32,138 total outputs, 625, or 2 per cent, were postponed compared to 660 outputs, or 2 per cent, in 2006-2007 and 1.6 per cent (537 outputs) in 2004-2005. An output is considered to have been postponed if, irrespective of its stage of completion, it was not delivered to primary users by the end of the biennium, even if it is expected to be issued and is available at the very beginning of the subsequent biennium. As in the previous period, the postponements mostly concerned recurrent publications (38 per cent) and non-recurrent publications (28 per cent) which jointly accounted for 66 per cent of the postponed outputs.

85. The General Assembly, in paragraph 17 of its resolution 59/275, requested detailed information on reasons for the less-than-full implementation of programmed outputs or the postponement and termination thereof. The main reasons for the postponement of outputs by budget section are provided in table 3, and the main reasons for terminations are provided in table 4. Furthermore, additional details on the specific reasons for the postponement of programmed outputs are available online.

Table 3
Reasons for the postponement of outputs

Budget section		*Total postponed*	*Reason for postponements*					*Postponements (percentage)*[a]
			Legislation	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	
2.	General Assembly and Economic and Social Council affairs and conference management	3	—	3	—	—	—	—
3.	Political affairs	74	36	38	—	—	—	6
4.	Disarmament	19	2	9	—	—	8	1
6.	Peaceful uses of outer space	2	—	2	—	—	—	—
8.	Legal affairs	141	5	136	—	—	—	8
9.	Economic and social affairs	98	8	89	1	—	—	3
10.	Least developed countries, landlocked developing countries and small island developing States	3	1	2	—	—	—	3
11.	United Nations support for the New Partnership for Africa's Development	4	—	4	—	—	—	4
12.	Trade and development	47	5	38	1	—	3	3
13.	International Trade Centre UNCTAD/WTO	16	—	16	—	—	—	6
14.	Environment	8	—	8	—	—	—	—
15.	Human settlements	35	1	28	—	—	6	6
16.	International drug control, crime prevention and criminal justice	31	—	28	—	—	3	3
17.	Economic and social development in Africa	24	—	19	1	—	4	7
18.	Economic and social development in Asia and the Pacific	6	—	6	—	—	—	1
19.	Economic development in Europe	59	4	49	2	—	4	2
20.	Economic and social development in Latin America and the Caribbean	13	2	5	4	—	2	3
21.	Economic and social development in Western Asia	16	—	8	8	—	—	3
23.	Human rights	19	1	18	—	—	—	—
26.	Humanitarian assistance	1	—	1	—	—	—	—
27.	Public information	1	—	1	—	—	—	—

		Reason for postponements					
Budget section	*Total postponed*	*Legislation*	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	*Postponements (percentage)*[a]
28B. Office of Programme Planning, Budget and Accounts	1	—	1	—	—	—	—
28C. Office of Human Resources Management	2	—	2	—	—	—	—
29. Internal oversight	2	—	2	—	—	—	2
Total	**625**	**65**	**513**	**17**	**—**	**30**	**2**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

D. Terminations

86. Of the 32,138 total outputs, 2,773, or 10 per cent, were terminated compared to 2,610, or 8 per cent, in 2006-2007 and 2,565 outputs, or 7.7 per cent in 2004-2005. Legislative decisions accounted for 28 per cent of terminations compared to 43 per cent in the previous biennium. Terminations by programme managers accounted for 66 per cent of the total compared to only 51 per cent in 2006-2007. The increase was attributable to terminations incurred under substantive servicing of intergovernmental meetings, which accounted for 54 per cent of all programmatic terminations. That figure corresponds to similar trends from the previous biennium, where 61 per cent of all terminations were in the categories of substantive servicing of meetings and parliamentary documentation, often representing efforts to streamline and rationalize meeting and publication schedules. Altogether, 1,845 outputs were terminated for programmatic reasons compared to 1,320 in the previous biennium, a 16 per cent increase.

Table 4
Reasons for the termination of outputs

		Reason for terminations					
Budget section	*Total terminated*	*Legislation*	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	*Terminations (percentage)*[a]
2. General Assembly and Economic and Social Council affairs and conference management	219	55	164	—	—	—	10
3. Political affairs	162	21	135	—	—	6	12
4. Disarmament	519	1	469	—	—	49	32
5. Peacekeeping operations	2	—	2	—	—	—	1
8. Legal affairs	292	132	160	—	—	—	17
9. Economic and social affairs	164	13	147	1	—	3	6
10. Least developed countries, landlocked developing countries and small island developing States	8	—	4	1	—	3	8

Budget section	Total terminated	Reason for terminations: Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	Terminations (percentage)[a]
11. United Nations support for the New Partnership for Africa's Development	3	—	3	—	—	—	3
12. Trade and development	131	58	55	6	—	12	8
13. International Trade Centre UNCTAD/WTO	25	—	25	—	—	—	9
14. Environment	12	—	12	—	—	—	1
15. Human settlements	34	1	24	—	—	9	6
16. International drug control, crime prevention and criminal justice	129	5	115	—	—	9	11
17. Economic and social development in Africa	5	—	3	—	—	2	1
18. Economic and social development in Asia and the Pacific	26	22	4	—	—	—	6
19. Economic development in Europe	200	56	126	2	—	16	7
20. Economic and social development in Latin America and the Caribbean	6	2	4	—	—	—	1
21. Economic and social development in Western Asia	74	—	59	15	—	—	16
23. Human rights	573	328	240	—	—	5	13
24. International protection, durable solutions and assistance to refugees	32	—	32	—	—	—	19
26. Humanitarian assistance	3	1	2	—	—	—	—
27. Public information	5	—	5	—	—	—	2
28A. Office of the Under-Secretary-General for Management	3	3	—	—	—	—	—
28B. Office of Programme Planning, Budget and Accounts	3	—	3	—	—	—	—
28C. Office of Human Resources Management	104	90	14	—	—	—	34
29. Internal oversight	7	1	6	—	—	—	6
33. Safety and security	32	—	32	—	—	—	29
Total	**2 773**	**789**	**1 845**	**25**	**—**	**114**	**10**

[a] As percentage of total programmed and carried-forward quantifiable outputs.

E. Outputs carried over

87. Table 5 shows the status of implementation of 652 outputs that were programmed in 2006-2007 and then postponed for implementation in 2008-2009. This represents an increase from the 527 outputs that were carried forward to the previous biennium. Of those 652 outputs, 63 per cent (412) were implemented, 14 per cent (92) were further postponed and 37 per cent (148) were terminated. Among the terminations, 37 per cent were related to publications and other substantive activities. Regarding postponements, it should be noted that out of 92 outputs that were postponed over two bienniums, 74 per cent were publications. The table of outputs carried over by category is available in the expanded report.

Table 5
Status of outputs carried over

Budget section		*Carried forward from 2006-2007*	*Status of implementation*		
			Implemented	*Postponed to 2010-2011*	*Terminated*
2.	General Assembly and Economic and Social Council affairs and conference management	3	2	1	—
3.	Political affairs	38	25	8	5
4.	Disarmament	3	3	—	—
8.	Legal affairs	71	42	25	4
9.	Economic and social affairs	66	31	25	10
10.	Least developed countries, landlocked developing countries and small island developing States	6	3	0	3
11.	United Nations support for the New Partnership for Africa's Development	1	0	0	1
12.	Trade and development	79	63	4	12
13.	International Trade Centre UNCTAD/WTO	7	3	2	2
14.	Environment	67	62	—	5
15.	Human settlements	32	21	5	6
16.	International drug control, crime prevention and criminal justice	53	28	8	17
17.	Economic and social development in Africa	15	9	—	6
18.	Economic and social development in Asia and the Pacific	10	10	—	—
19.	Economic development in Europe	104	61	10	33
20.	Economic and social development in Latin America and the Caribbean	8	8	—	—
21.	Economic and social development in Western Asia	15	9	—	6
23.	Human rights	29	4	1	24
24.	International protection, durable solutions and assistance to refugees	4	4	—	—
26.	Humanitarian assistance	1	1	—	—

Budget section	Carried forward from 2006-2007	Status of implementation: Implemented	Postponed to 2010-2011	Terminated
27. Public information	4	4	—	—
28A. Office of the Under-Secretary-General for Management	8	8	—	—
28B. Office of Programme Planning, Budget and Accounts	5	4	1	—
28C. Office of Human Resources Management	17	1	2	14
28G. Administration, Nairobi	3	3	—	—
29. Internal oversight	2	2	—	—
33. Safety and security	1	1	—	—
Total	**652**	**412**	**92**	**148**

F. Technical cooperation delivery

88. In the output structure of the budget process, technical cooperation outputs comprise four categories: (a) advisory services; (b) training courses, seminars and workshops; (c) fellowships and grants; and (d) field projects. They are considered non-quantifiable outputs; their number could not be established precisely at the beginning of the biennium as they are delivered at the request of Governments or as and when funding becomes available. Since it was not possible to establish a base number to compare the actual implementation, it is not possible to calculate the implementation rates. The estimated number of technical cooperation outputs implemented is provided in table 6.

89. While most of the technical cooperation outputs of the regional commissions, OCHA, UNEP, UNHCR, OHCHR, the United Nations Office on Drugs and Crime and others were related to the provision of advisory services and training, UNRWA is a special case since its entire work directly benefits Palestine refugees. Of the technical cooperation outputs delivered during 2008-2009, 60 per cent (4,607 outputs) were advisory services provided through 3,231 missions. ITC offered the highest number of trainings (600) and Human rights awarded the highest number of fellowships and grants (138).

Table 6
Summary of technical cooperation outputs delivered in 2008-2009

Budget section	Total outputs	Advisory services: Number of services	Advisory services: Number of missions	Training: Number of courses	Training: Number of participants	Projects completed	Fellowships and grants: Number awarded	Fellowships and grants: Number of recipients
2. General Assembly and Economic and Social Council affairs and conference management	75	—	—	37	387	—	—	—
3. Political affairs	57	—	—	7	227	34	—	—
4. Disarmament	50	—	—	42	1 541	3	—	—

Budget section	Total outputs	Advisory services		Training		Projects completed	Fellowships and grants	
		Number of services	*Number of missions*	*Number of courses*	*Number of participants*		*Number awarded*	*Number of recipients*
5. Peacekeeping operations	3	—	—	—	—	5	—	—
6. Peaceful uses of outer space	103	63	20	30	1 936	13	14	15
8. Legal affairs	498	641	39	28	770	1	20	20
9. Economic and social affairs	345	130	219	71	2 339	81	38	156
10. Least developed countries, landlocked developing countries and small island developing States	1	—	—	1	50	—	—	—
11. United Nations support for the New Partnership for Africa's Development	18	10	10	2	120	—	4	4
12. Trade and development	1 265	514	494	535	18 151	225	—	—
13. International Trade Centre UNCTAD/WTO	809	2	—	600	26 570	127	—	—
14. Environment	1 115	684	955	306	13 400	93	37	176
15. Human settlements	646	373	495	67	2 369	299	—	—
16. International drug control, crime prevention and criminal justice	563	367	173	56	1 866	62	2	62
17. Economic and social development in Africa	225	51	56	60	2 193	74	32	60
18. Economic and social development in Asia and the Pacific	142	13	15	59	8 104	45	2	15
19. Economic development in Europe	187	42	42	140	8 217	6	—	—
20. Economic and social development in Latin America and the Caribbean	193	212	585	105	4 510	38	2	2
21. Economic and social development in Western Asia	71	22	30	16	555	33	—	—
23. Human rights	448	96	89	127	4 504	24	138	138
24. International protection, durable solutions and assistance to refugees	38	2	4	9	311	26	—	—
25. Palestine refugees	47	—	—	—	—	76	—	—
26. Humanitarian assistance	19	31	1	53	1 183	5	—	—
27. Public information	27	3	3	93	6 451	—	—	—
28A. Office of the Under-Secretary-General for Management	21	—	—	35	679	—	—	—
28B. Office of Programme Planning, Budget and Accounts	259	1 350	—	4	251	—	—	—
28C. Office of Human Resources Management	1	1	1	—	—	—	—	—

		Advisory services		Training			Fellowships and grants	
Budget section	*Total outputs*	*Number of services*	*Number of missions*	*Number of courses*	*Number of participants*	*Projects completed*	*Number awarded*	*Number of recipients*
28D. Office of Central Support Services	98	—	—	98	4 520	—	—	—
33. Safety and security	296	—	—	583	8 559	—	—	—
Subtotal (missions, participants and recipients)			**3 231**		**119 763**			**648**
Total	**7 620**	**4 607**	—	**3 164**		**1 270**	**289**	

90. In addition, 1,583 outputs were delivered under the conference services, administration and oversight category, which includes services and outputs related to overall administration and management, central support services, documentation and publication services and planning, budgeting and accounts, including oversight activities and conference services.

G. Resource utilization

91. Since it was not possible to incorporate financial performance information into the programme performance report, a proxy measure for resource utilization was used — Professional staff work-months — to provide an estimate of resources used during the biennium to deliver the outputs and achieve the expected results. Professional work-months are deemed to be a reasonably meaningful indicator because professional work-months are one of the main components of resource use.

92. As in the previous biennium, a significant percentage of reported work-months were comprised by the "Palestine refugees" programme (section 25), which does not produce any quantifiable outputs programmed in the biennial budget, but delivers services to approximately 4.7 million refugees with its 207 international and approximately 30,000 local staff. As mentioned, this is a special case, both in substance — as its entire work directly benefits Palestine refugees, and in scale — as its size far exceeds that of all other Secretariat programmes. A total of 532,215 work-months, or 81 per cent of the total 656,842 work-months reported by the Secretariat were used by UNRWA in delivering its work programme. Therefore, it is not very meaningful to include section 25 into the aggregate analysis because its magnitude skews the results of work-month reporting. Accordingly, the tables and discussion below comprise all programmes except "Palestine refugees".

93. A total of 124,626 work-months (including consultant work-months) were utilized by the Organization to deliver the 2008-2009 outputs and achieve the envisaged results. 87,884 work-months (71 per cent) were funded through the regular budget, while 36,743 work-months (29 per cent) were financed with extrabudgetary resources. Of the regular budget work-months, 95 per cent were attributed to Professional staff and 5 per cent to consultants. Similarly, 76 per cent of extrabudgetary resources were used for Professional staff and 24 per cent for consultants. Altogether, Professionals accounted for 89 per cent of the total work-months and only 11 per cent was provided by consultants.

94. Table 7 presents the total number of work-months utilized by budget sections, excluding "Palestine refugees", along with the percentage of work-months utilized to produce quantifiable outputs.

Table 7
Work months[a]

		Regular		*Extrabudgetary*			
Section		*Professional*	*Consultant*	*Professional*	*Consultant*	*Grand total*	*Q*[b]
2.	General Assembly and Economic and Social Council affairs and conference management	27 333	39	613	183	28 168	3
3.	Political affairs	3 122	15.09	872	26	4 035	98
4.	Disarmament	372	27	131	71	601	90
5.	Peacekeeping operations	643	0	6 649	15	7 307	62
6.	Peaceful uses of outer space	391	0	102	4	496	60
8.	Legal affairs	1 786	0	533	0	2 319	65
9.	Economic and social affairs	5 191	180	325	78	5 774	90
10.	Least developed countries, landlocked developing countries and small island developing States	126	0	14	0	140	99
11.	United Nations support for the New Partnership for Africa's Development	359	36	0	14	409	99
12.	Trade and development	3 790	152	1 161	718	5 820	56
13.	International Trade Centre (UNCTAD/WTO)	2 482	0	53	68.19	2 603	22
14.	Environment	864	74	2 991	1 460	5 389	45
15.	Human settlements	701	15	688	1 286	2 690	39
16.	International drug control and crime prevention	1 465	99	1 836	204	3 604	72
17.	Economic and social development in Africa	1 629	144	73	229	2 075	72
18.	Economic and social development in Asia and the Pacific	1 831	72	269	382	2 556	50
19.	Economic development in Europe	2 247	211	396	91	2 944	86
20.	Economic and social development in Latin America and the Caribbean	2 561	223	169	1 280	4 232	69
21.	Economic and social development in Western Asia	1 104	190	61	63	1 418	78
23.	Human rights	4 489	202	3 094	538	8 323	63
24.	International protection, durable solutions and assistance to refugees	0	0	1 698	12	1 710	18
26.	Humanitarian assistance	294	10	1 188	178	1 670	86
27.	Public information	6 546	27	212	33	6 817	91
28A.	Office of the Under-Secretary-General for Management	251	23	52	33	359	37
28B.	Office of Programme Planning, Budget and Accounts	1 434	0	1625	0	3 058	51
28C.	Office of Human Resources Management	1 668	198	838	40.6	2 744	5
28D.	Office of Central Support Services	1 576	1 511	245	2	3 333	<1
28E.	Administration, Geneva	960	17	739	0	1 716	<1
28F.	Administration, Vienna	528	4	192	0	724	2
28G.	Administration, Nairobi	2 459	936	300	1 728	5 423	<1

Section	*Regular*		*Extrabudgetary*			
	Professional	*Consultant*	*Professional*	*Consultant*	*Grand total*	*Q*[a]
29. Internal oversight	2 515	30	66	10	3 219	12
33. Safety and security	2 589	147	215	0	2 951	9
Total	**83 305**	**4 578**	**27 998**	**8 745**	**124 627**	**42**

[a] Q — the percentage of work-months devoted to quantifiable outputs.
[b] Excluding section 25.

95. With regard to substantive content, 32 per cent of the total reported work-months were devoted to economic and social development activities; while 12 per cent to peace, disarmament and security matters. It is worth noting that out of the total 124,627 work-months, 15 per cent (18,744 work-months) were utilized in the production of the servicing of intergovernmental outputs and 27 per cent (33,665 work-months) were used to complete the outputs of the other substantive activities category. A total of 42 per cent of work-months were devoted to the production of quantifiable outputs. It should be recalled that quantifiable outputs are those comprised under the first two major output categories (six subcategories) of table 8 below. Furthermore, 58 per cent of the total work-months were used in the delivery of the technical cooperation outputs and conference services. Of those, 16 per cent were devoted to advisory services, training courses, seminars and workshops, fellowships, grants and field projects, and 42 per cent to the delivery of conference services, administration and oversight activities, which are considered non-quantifiable outputs. Table 8 provides the distribution of work-months by major categories of activity for the biennium 2008-2009.

Table 8

Distribution of Professional work-months utilized by categories of outputs for the biennium 2008-2009 excluding section 25, Palestine refugees

Output category	*Regular budget*	*(Per cent)*	*Extra-budgetary*	*(Per cent)*	*Grand total*	*(Per cent)*
Servicing of intergovernmental and expert bodies	14 389	16	4 355	12	18 744	15
Substantive servicing of meetings	5 489	6	1 663	5	7 152	6
Parliamentary documentation	6 557	7	1 824	5	8 381	7
Expert groups, rapporteurs, depository services	2 343	3	869	2	3 212	3
Other substantive activities	21 550	25	12 115	33	33 665	27
Recurrent publications	4 435	5	715	2	5 150	4
Non-recurrent publications	2 746	3	1 683	5	4 429	4
Other substantive activities	14 370	16	9 717	26	24 087	19
Technical cooperation	9 205	10	10 547	29	19 749	16
Advisory services	3 362	4	3 230	9	6 592	5
Training courses, seminars and workshops	2 902	3	2 155	6	5 057	4
Fellowships and grants	95	<1	110	<1	204	<1
Field projects	2 847	3	5 049	14	7 896	6

Output category	*Regular budget*	*(Per cent)*	*Extra-budgetary*	*(Per cent)*	*Grand total*	*(Per cent)*
Conference services, administration, oversight	42 739	49	9 729	26	52 468	42
Conference services, administration, oversight	42 739	49	9 729	26	52 468	42
Total	**87 884**	**100**	**36 743**	**100**	**124 627**	**100**

H. Gender mainstreaming

96. As in the previous biennium, the instructions for the preparation of the programme budget 2008-2009 as called for in General Assembly resolution 56/132, requested programmes to make certain that awareness of gender perspectives be translated into actual activities to be implemented at the operational level. Consequently, programme managers were to give visible attention to gender dimensions in the formulation of expected accomplishments and indicators of achievement formulated as part of their work programmes.

97. Regarding training delivered by the Secretariat, 3,461 training courses, seminars and workshops were provided under 27 sections. The proportion of women among the 138,969 participants was 33 per cent (45,607), an increase of one percentage point compared to the 32 per cent achieved in the previous biennium. In addition, 208 (32 per cent) of the 648 fellowships made available by 10 programmes were awarded to women. Overall, of the 246,808 recipients of training, seminars, workshops or fellowships, 93,802 recipients, or 33 per cent, were women.

98. A number of departments and offices have included gender issues in their programmes of work during the last biennium. The five regional commissions (ECLAC, ECA, ECE, ESCAP and ESCWA) have jointly launched, in May 2009, the project entitled "Enhancing capacities to eradicate violence against women through the networking of local knowledge communities", which has created a common methodological framework and agreement on a number of indicators to assess violence against women. The project aims to increase the capacity of statistical data production and knowledge-sharing at a regional level. The Department of Economic and Social Affairs, in the last biennium, worked towards the implementation of resolution 53/132 through its subprogramme on gender issues and the advancement of women. The Department has worked on issues relating to the promotion of gender equality through the implementation of the Beijing Platform for Action; the enhancement of the Commission on the Status of Women; and the increased capacity of the United Nations system entities to mainstream gender perspectives. UNEP resonated gender perspectives in various expected accomplishments. In a section of its subprogramme on policy implementation, the "strengthened capacity of Governments and other stakeholders to mainstream best practices and gender equality", gender equality in natural resource management was promoted by the active involvement of women in the project steering committees of seven national programmes.

99. Table 9 below provides the total number of female and male beneficiaries of training, seminars and workshops as well as the percentages of women benefiting from them under each budget section. Clearly, further efforts need to be made by the Organization with respect to programme management; delivery of services; recruitment and promotion practices; as well as complying fully with the Economic

and Social Council resolution 2004/4 and General Assembly resolution 56/132, to mainstream gender in operational activities and on the monitoring, reporting and evaluation aspects of the Secretariat's work.

Table 9

Male and female recipients of training courses, seminars, workshops and fellowships for the biennium 2006-2007

Budget section	*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
		Total female	*Total male*	
2. General Assembly and Economic and Social Council affairs and conference management	37	200	187	52
3. Political affairs	16	199	497	29
4. Disarmament	67	665	2 448	21
5. Peacekeeping operations	3	0	179	<1
6. Peaceful uses of outer space	58	442	1 523	22
8. Legal affairs	30	398	497	44
9. Economic and social affairs	85	2 002	2 274	46
10. Least developed countries, landlocked developing countries and small island developing States	1	20	30	40
11. United Nations support for the New Partnership for Africa's Development	11	177	311	37
12. Trade and development	606	7 728	14 043	35
13. International Trade Centre (UNCTAD/WTO)	600	8 244	18 326	31
14. Environment	377	7 487	11 109	40
14. Human settlements	67	813	1 521	35
16. International drug control and crime prevention and criminal justice	56	326	1 540	17
17. Economic and social development in Africa	60	463	1 730	22
18. Economic and social development in Asia and the Pacific	59	2 307	5 797	29
19. Economic development in Europe	172	4 322	7 022	38
20. Economic and social development in Latin America and the Caribbean	105	1 962	2 548	44
21. Economic and social development in Western Asia	20	273	707	28
23. Human rights	127	2 064	2 440	45
24. Protection of and assistance to refugees	35	138	1 674	8
26. Humanitarian assistance	54	311	1 022	23
27. Public information	95	2 382	4 612	34
28A. Office of the Under-Secretary-General for Management	35	228	451	34
28B. Office of Programme Planning, Budget and Accounts	4	91	160	36
28D. Office of Central Support Services	98	1 601	2 919	35
33. Safety and security	583	764	7 795	9
Total	**3 461**	**45 607**	**93 362**	**834**

I. Final statement on the delivery of outputs and resource utilization

100. Programmes achieved an implementation rate of 89 per cent for mandated outputs (I_M) in 2008-2009, which is the same rate as in 2006-2007. The total implementation rate (I_T) for the same period was 89 per cent compared to 90 per cent in the previous biennium. This is the second highest implementation rate ever achieved by the Secretariat. Of the 31 budget sections and subsections that report on output implementation, 18 achieved total implementation rates of 90 per cent or higher, compared to 23 in the previous biennium; 10 had implementation rates between 80 and 89 per cent compared to 5 in the previous biennium. Only three budget sections had implementation rates lower than 80 per cent, namely, disarmament (71 per cent), safety and security (71 per cent) and Office of Human Resources Management (69 per cent).

101. In the course of the biennium, 4,797 outputs were added to the programme of work either by intergovernmental bodies or by the Secretariat and were implemented. Compared to the total planned outputs, the level of additions was higher than that for the previous bienniums: 18 per cent against 16 per cent in 2006-2007 and 14 per cent in 2004-2005.

102. In addition 625 outputs (2 per cent) were postponed compared to 660 outputs (2 per cent) in 2006-2007 and 537 outputs (1.6 per cent) in 2004-2005. Terminated outputs amounted to 2,773 or 10 per cent, compared to 2,610, or 8 per cent, in 2006-2007 and 2,565 outputs, or 7.7 per cent in 2004-2005.

103. Those outputs were delivered using a total of 124,626 work-months (including consultant work-months): 71 per cent funded through the regular budget and 29 per cent financed with extrabudgetary resources. With respect to the distribution of those work-months, 32 per cent of the total work-months reported were devoted to economic and social development activities, 23 per cent to general policymaking and conference services, 22 per cent to public information, administration and oversight, 12 per cent to peace, disarmament and security matters, 9 per cent to human rights and humanitarian assistance and 2 per cent to legal affairs.

IV. Programme performance by section of the programme budget

Section 2

General Assembly and Economic and Social Council affairs and conference management

Highlights of programme results

104. During the biennium 2008-2009, the Department for General Assembly and Conference Management continued to pursue and expand the integrated global management of conference services, including proactive document management, at Headquarters, the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Vienna. Resources were shared and/or moved according to needs, the use of contractual translation increased, and the workplan was largely met. The establishment of the Monitoring, Evaluation, Risk Management and Statistical Verification Unit allowed for the centralized collection

and analysis of data to ensure standards are in place and being met. The Publishing Task Force made "greening" its top priority, with the United Nations Office at Nairobi receiving its International Organization for Standardization (ISO) 14001 certification and other offices planning to follow close behind. Two of the three global information technology initiatives have gone live, with the third, Enterprise Content Management, being held up by the work priorities of the Office of Information and Communications Technology. Negotiations with the major substantive secretariats continued to more evenly distribute the calendar of meetings. Both the meetings management and documents management functions at United Nations Headquarters achieved positive results by proactively working with meeting organizers and author departments to ensure the optimal use of Department resources. Cross training and peer-to-peer missions were continued in order to share best practices, while staff exchanges were used to promote mobility and career development. A focal point ensured the optimal use of limited funds for training a large number of new recruits following a high rate of retirements.

Challenges and lessons learned

105. Despite the increased strategic reserve per week (previously reported in A/62/161 and Corr.1 and 2), which has improved the record of providing interpretation services to the meetings of the "as required" bodies, the Department continues to see an increase in the number of bodies that are authorized to meet on that basis. This increase will strain the capacity of the Department at some point. The same situation is applicable in Geneva, and is under review.

106. Compliance with submission timing and page limits remains a challenge, despite improvements realized by the proactive Documents Management Section. This is especially true of new bodies, which may not be as well versed in the system. Efforts continue to provide such bodies at an early stage with samples, templates, and model schedules, as applicable.

107. Emphasis on training and the availability of training resources must be sustained to ensure the successful transition from retiring staff to a new generation of language professionals identified through outreach and examination processes.

Output implementation rate

108. The above-cited results are based on the implementation of 90 per cent of 2,291 mandated, quantifiable outputs.

109. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 2)).

Executive direction and management

(a) Programme of work is effectively managed

110. During the biennium, a central roster of contractors for the four Department for General Assembly and Conference Management duty stations was developed and implemented on a pilot basis to facilitate the identification of suitable contractors, expand the roster, and increase consistency and reliability in administrative procedures wherever possible. The global information technology initiative continued to be developed, focusing on the overriding objectives of coordination,

streamlining and harmonization of conference processes across the four duty stations. In the second half of the biennium, the increased workload of the Human Rights Council in Geneva presented a significant challenge. As many of the main and subsidiary bodies involved were new, a large number of documents of excessive word length were submitted very late for processing. Intense dialogue and coordination were required to arrive at an acceptable solution.

(b) *Timely recruitment and placement of staff*

111. The department has been working actively with the Office of Human Resources Management to find ways to improve upon/shorten the recruitment cycle and ensure the appropriate scheduling of language exams. The resource limitations of the Office continue to make it difficult to hold and complete the requisite number of annual examinations (up to 15 per annum) in order to meet the anticipated succession demand at both Department duty stations and the regional commissions. The Department at United Nations Headquarters alone continues to process approximately 100 cases per year in Galaxy and monitors managers' diligence with the process. The average completion time of 131 days falls short of the target of 120 days.

(c) *Improved geographical representation and gender balance of staff*

112. The staff is approximately 80 per cent comprised of language staff, recruited in a gender and nationality-blind manner. Nonetheless, gender balance within the Department has been achieved (51 per cent of the Department's Professional staff are women). As regards geographic representation, in 2009, 66 per cent of recruitment by the Department benefited nationals of unrepresented or underrepresented countries.

(d) *Increased timeliness of submission of documentation*

113. Overall submission compliance in accordance with the mandated time frame improved to 73 per cent for 2008-2009, from 64 per cent in 2006-2007. At the United Nations Office at Geneva, however, many of the reports of the recently established Human Rights Council were submitted late and in excess of prescribed word limits, with a negative impact on their overall compliance rate, which fell to 35 per cent from 44 per cent in 2006-2007. With the establishment of an active working group, significant improvements were seen by the end of the year. The success of the Meetings Management Section at United Nations Headquarters in the planning of meetings has been replicated through the establishment of the Documents Management Section, which focuses on the proactive and continuous management of documents.

Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs

(a) *Improved organizational and procedural aspects of substantive meetings servicing as well as enhanced substantive and technical support to Member States and other participants at the mandated meetings*

114. In accordance with the working objectives set out in its strategic framework, the General Assembly and Economic and Social Council Affairs Division continued

to facilitate, through the provision of procedural, technical and analytical support, the efficient conduct of the deliberations and follow-up actions of the bodies it serves, and assisted in the revitalization efforts of the General Assembly and the reform of other United Nations bodies. The intergovernmental processes falling within the Division's mandate were fully supported, as indicated by the 361 positive ratings received. In addition, efforts were undertaken to find innovative means to further enhance the effectiveness of the Division's work in the context of the increasing number of issues and meetings it was tasked to cover. For that purpose, the Division prepared analyses and synopses, helped to identify trends, and suggested scenarios and possible courses of action to chairs of bodies and Member States.

(b) Improved timely preparation and submission of procedural documentation for intergovernmental meetings serviced by the Department for General Assembly and Conference Management

115. The General Assembly's preliminary list of items, which provides the basis for the Secretariat's slotting mechanism, has been issued in advance of the date mandated. Further, in the context of General Assembly revitalization, the tentative programmes of work are adopted by the Main Committees before the end of their respective sessions. In July of each year, the Division submits for issuance the draft programme of work of the General Assembly. Generally, the Division fully complies with the Department's slotting policy and submits all documents where it functions as author in accordance with the date agreed. The Department also sends an annual "implementation memorandum" drafted by the Division, to all author departments. This proactive documentation management tool serves as an advance reminder to all departments of all their reporting obligations as mandated by the General Assembly.

Subprogramme 2
Planning, development and coordination of conference services

(a) Improved quality of conference services

116. Evaluation pamphlets in six official languages were distributed to Member States; the number of complaints recorded in the evaluations fell from 83 in 2006-2007 to an expected 63 for the current biennium. A total of 1,940 positive ratings (excellent, good, fair) were received at the end of 2008. A global e-survey launched in November 2009 for subprogramme 2 received 745 positive ratings and only 38 poor ratings.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

117. Overall capacity utilization in interpretation and translation met the targets of 93 per cent and 100 per cent, respectively. Workload-sharing among duty stations depended on multiple elements, such as the urgency of documents, location of meetings and expertise in each duty station.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

118. During the biennium, the number of meetings with interpretation held as a percentage of the number of meetings planned increased to 98 per cent, very close to the target of 100 per cent. This reflects the impact of increasing the strategic reserve to enable better accommodation of the requests for interpretation received after the weekly plan of meetings is finalized. The number of meetings held without interpretation as a percentage of the number of meetings planned increased slightly to 82 per cent from 81 per cent in 2006-2007. In 2008-2009, 93 per cent of requests by "as required" bodies for meetings with interpretation were accommodated.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation

119. The Documents Management Section interacts closely with submitting offices to track slotted documents for timely submission. Compliance is reported through monthly document management reports. Overall timely submission compliance for 2008-2009 stood at 73 per cent, a significant increase over compliance of 63 per cent achieved in 2006-2007. For documents submitted on time and within page limits, timely issuance compliance for 2008-2009 stood at 82 per cent versus 81 per cent compliance in 2006-2007.

(e) Increased provision of conference services that are requested by regional and other major groupings of Member States

120. In accordance with legislative mandates, the Department strives to satisfy the requests for interpretation services to meetings of regional and other major groupings of Member States, within available resources. The strategic reserve put in place in order to better service meetings "as required" of the United Nations bodies has also had a positive effect on the provision of services to the meetings of regional and other major groupings of Members States. In 2008-2009, 85 per cent of requests for interpretation and 100 per cent of requests for facilities were accommodated, as compared to 79 per cent and 100 per cent, respectively, in 2006-2007.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

121. The Documentation Division received 729 commendations on its work by the end of 2008. Another 47 positive ratings were received from the global e-survey launched in November 2009, with only two poor ratings.

(b) Quality and cost-effectiveness of editing and translation services

122. The Department is making continued efforts to maximize the use of off-site and contractual arrangements to process documentation, while ensuring high quality and timely delivery of products, and is continuously adjusting its capacity-planning

and forecasting tools to improve performance. The decreased internal processing portion showed cost-effectiveness achieved.

Subprogramme 4
Meeting and publishing services

(a) High-quality interpretation, verbatim reporting and publishing services

123. The number of positive ratings (excellent, good, fair) received by 2008 was 432, and another 110 were received through the global e-survey launched in November 2009. A total of 20 poor ratings were received in the biennium, a decrease from 35 in 2006-2007.

(b) Quality and cost-effectiveness of interpretation, verbatim reporting and publishing services

124. Development of both cost-effectiveness and quality (including timeliness) of publishing services will depend profoundly on the implementation of modern digital publishing tools and methods. A comprehensive medium-term strategy for sustainable United Nations publishing was initiated and approved in late 2008. Cost-effectiveness of printing services is evidenced by the growing income from charge-back activities (20 per cent more than in 2007). In 2008-2009, 26 per cent of the page impressions were printed with printing-on-demand technologies. Cost-effectiveness of interpretation services was ensured by the optimal mix of permanent and freelance interpreters. A monitoring mechanism was established to ensure that verbatim records for the Security Council are issued within one working day. Also, strict measures to ensure the timely release of General Assembly verbatim records were put in place in early 2009. Text-processing operations may need to be further streamlined and modernized; the conceptual work for such actions is in its final stages.

Conference management, Geneva

Subprogramme 2
Planning, development and coordination of conference services

(a) Improved quality of conference services

125. During the biennium, the Department received 13 letters of appreciation from clients for services provided, with the United Nations Office at Geneva commending the relevant Services for the high quality of conference services rendered. The analysis of the survey results during the period under review showed that 96.3 per cent of the clients expressed their overall satisfaction with the quality of conference services provided to their meetings. This corresponds to 1,632 out of 1,694 responses.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

126. Efforts towards the sharing of common conference resources among duty stations continued. Efficient utilization of permanent conference capacity was pursued, including sharing, whenever possible, the assignment of interpreters to various conferences held away from headquarters. Extensive negotiations with the

major substantive secretariats based in Geneva resulted in the establishment of a more evenly distributed calendar of meetings, avoiding to the extent possible overscheduling of meetings entitled to full conference services. Interpreters supported 22 missions of human rights special rapporteurs in 2009 and 19 such missions in 2008, and accompanied the Secretary-General during two trips to Africa. Local freelance interpreters were hired to service eight missions of special rapporteurs in 2008 and seven such missions in 2009. Some of the missions involved long hours and often difficult and dangerous conditions, all of which were handled with high professionalism by the interpreters concerned.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

127. The Department thoroughly analysed legislative mandates relating to conference servicing. It focused in particular on human rights activities, including those of the Human Rights Council, its subsidiary machinery and the preparations for the servicing of the new Committee on the Rights of Persons with Disabilities, in order to understand fully the expected workload to be generated by all these human rights-related meetings. Based on that analysis, the Division of Conference Management held regular consultations with substantive secretariats to improve advance planning. Those efforts resulted in the utilization of interpretation resources of about 90 per cent.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation

128. Regular consultations were held with the various substantive secretariats to draw their attention to the need for advance planning of their meeting activities. As a result of those efforts, more predictability was ensured and the planning of the allocation of the necessary resources was simplified.

(e) Increased provision of conference services that are requested by regional and other major groupings of Members States

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language

129. In 2008, quality referencing, editing and translation services were provided and attested to by the lack of complaints and overall satisfaction of clients. Two surveys that included a question on the linguistic quality of documents elicited positive comments. Trends show a stable linguistic quality of documents and the average rate is "very good, almost excellent value" [21.01-21.03.08], and "Comments show that delegates recognize the linguistic quality of documents" [3-14.11.08]. Efforts were made to harmonize practices and procedures (e-referencing and e-editing (jobs in progress, EdiDoc); contractual common roster; quality control), with the ultimate goal of sharing resources and achieving full-system benefits. The Division of Conference Management increased its output of

edited and published volumes of the *Yearbook of the International Law Commission* in comparison with 2007 figures.

(b) Quality and cost-effectiveness of editing and translation services

130. Efforts to enhance quality and cost-effectiveness were strengthened by increasing the use of off-site arrangements to replace non-local recruitments, making increased use of contractual translation services (see table 10) and stepping up quality control.

Table 10

Comparison of the use of the various translation modalities, 2006-2008

(percentage)

Year	*Internal*	*Contractual*	*Off-site*
2006	88.3	8.1	3.6
2007	87.1	8.6	4.4
2008	80.2	15.6	4.2

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, meetings and publishing services

131. The high quality of the interpretation service provided to the United Nations Framework Convention on Climate Change meetings in Poznan and Copenhagen was widely acknowledged; implementation of the standard New York format for documentation enhanced the consistency of documentation formats and their reusability in document-processing systems; production-control mechanisms have resulted in the absence of client complaints, thereby ensuring that timely and high-quality printing and distribution services continued to be provided, including in support of both in-house meetings and meetings outside Geneva. The satisfaction of clients was measured by two client satisfaction surveys in 2008, with 97.2 per cent of the respondents expressing satisfaction. Only one official complaint as to the quality of interpretation, text-processing and publishing services was received. Measures were taken to immediately address the complaint.

(b) Quality and cost-effectiveness of interpretation, meetings and publishing services

132. Cost-effectiveness of the interpretation services was ensured by an optimal mix of permanent and freelance interpreters and interpreters on loan from or to other duty stations. Most loans from and to the Interpretation Service were arranged without replacement, achieving considerable economy while boosting productivity and higher utilization of existing capacity; the installation of a new digital dictation system will offer more flexibility to translators and text-processing staff; and the installation of the latest print-on-demand technology has contributed to more cost-effective production of documents and publications.

Conference management, Vienna

Subprogramme 2
Planning, development and coordination of conference services

(a) Improved quality of conference services

133. Questionnaires were distributed to delegates during all major calendar conferences to solicit feedback on documentation, and they elicited three complaints in 2008-2009 compared to none in 2006-2007. The Conference Management Service organized informational meetings with representatives of permanent missions to update them on new developments in conference services and allow them to give feedback and ask questions. The Service also issued e-mail messages to all Vienna-based permanent missions to draw their attention to the Department for General Assembly and Conference Management online questionnaire.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

134. During the reporting period, only 1 per cent of the translation workload was for other duty stations. The United Nations Office at Vienna contributed to the utilization of global conference-servicing capacity and serviced 22 New York-based meetings held away from Headquarters.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

135. Meeting activities increased in preparation for major conferences in 2009 and 2010, as well as for newly established open-ended working groups, regional group meetings and consultations, and intersessional meetings on subjects related to the work of the Vienna-based organizations that were held to finalize session documents and prepare for upcoming conferences and negotiations. Because the United Nations Office at Vienna has only one enlarged team of interpreters, additional requests for meetings were mostly accommodated without interpretation.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation

136. Overall submission compliance decreased in 2009 to 45 per cent, as compared to 55 per cent in 2008 and 48 per cent in 2007, owing largely to the alignment of compliance indicators with those used in New York following peer-to-peer training on proactive document management in 2008 and in conformity with the decisions of the 2009 Coordination Meeting of United Nations Conference Managers. The submission slot, which since the introduction of slotting at the United Nations Office at Vienna in 2004 had been understood as a window extending two days before or after the slotting date, was narrowed to a single slotted day. This more stringent definition of timeliness led to a lower reported rate of overall submission compliance. From the point of view of the substantive secretariats and the intergovernmental bodies serviced in Vienna, the difficulties experienced in

increasing the rate of submission compliance are linked to the perceived applicability or relevance of the 10-4-6-week processing pattern to the work and documentation of many of those bodies. While the Conference Management Service continued to use the 10-4-6 pattern as a point of departure when initiating the slotting exercise every six months, the dynamics of the intergovernmental bodies serviced by the United Nations Office at Vienna were such that a high degree of flexibility was required to handle documents that could not be prepared and submitted to the Service in line with the mandated 10-week time frame. For example, sessions of some subsidiary bodies concluded 10 weeks or less prior to the start of the session of the parent body to which they reported. In such cases, considerable negotiation with author departments was required to finalize the slotting schedule based on immediately relevant dates rather than the arbitrary 10-4-6 pattern. Once accepted by both sides, the schedule was agreed by the author departments and the slotting dates in the forecast were finalized, in line with the recommendation of the 2009 Coordination Meeting. The Conference Management Service continued to engage the secretariats and bureaux of the governing bodies in order to reach formal agreements on alternative time frames. Since the pattern of meetings remains fluid, there was a consensus that a rigid 10-4-6-week approach would neither be feasible for the Secretariat when preparing documents for submission nor in the interest of the intergovernmental bodies concerned.

(e) Increased provision of conference services that are requested by regional and other major groupings of Members States

137. All 819 requests for rooms, support staff and technical equipment were accommodated in line with Vienna's specific situation.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language

138. The Vienna terminology database, VINTARS, was moved to a modern .NET platform in 2009, and the further development of the system is currently being examined by a terminology coordination working group and the Conference Management Service Applications Development Team. Issues under discussion include the structure of the system, the roles of the Conference Management Service colleagues who use and maintain it, links to other databases, including DTSearch, and its future development. The electronic referencing tool developed at the United Nations Office at Vienna has undergone extensive enhancement. It was presented to the Department for General Assembly and Conference Management staff attending the Global Terminology Coordination Workshop in December 2008 in Vienna and to the United Nations Office at Geneva referencing and translation staff in November 2009 in Geneva. Further development of these and other tools is being pursued to ensure that they are fully compatible and complement each other, and are available to in-house and off-site language staff and outside contractors. The commitment to ensuring high-quality documentation has both upstream components, such as the editorial outreach programme, and downstream elements, as illustrated by the commitment of the Conference Management Service to ensuring that quality control is done on all outsourced documents prior to issuance. Use of computer-assisted translation tools, especially Trados, by translators and revisers is increasing,

following the enrichment of translation memory required for such tools, ensuring better consistency.

(b) Quality and cost-effectiveness of editing and translation services

139. The overall utilization rate for translation was 100 per cent as it was in 2006-2007. Progress has been made in decreasing the representation of non-local freelance recruitment in translation from 11 per cent in 2006-2007 to 6.5 per cent in 2008-2009, while increasing the proportion of contractual translation from 21 per cent in 2006-2007 to 27.2 per cent in 2008-2009. It is hoped that the strengthening of the Conference Management Service translation resources by the addition of P-5 senior revisers in translation sections in the biennium 2010-2011 and the gradual adjustment of the processing services to the new workflow will help the Service to achieve high levels of pre-issuance quality control, with minimal impact on timeliness of issuance. For 2009, the overall timely issuance compliance, in line with the mandated time frame, was 40 per cent, a slight decrease in comparison with 2008 (47 per cent) but an improvement over performance in 2006 (35 per cent) and 2007 (30 per cent). The occasional use of in-house resources for typesetting documents led to some savings and ensured the rapid processing of urgent documents.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, meetings and publishing services

140. Questionnaires were again distributed to delegates during all major calendar conferences to solicit feedback on documentation, eliciting four complaints in 2008-2009 compared to none in 2006-2007. The Conference Management Service organized informational meetings with representatives of permanent missions to update them on new developments in conference services and allow them to give feedback and ask questions. The Service also issued e-mail messages to all Vienna-based permanent missions to draw their attention to the Department for General Assembly and Conference Management online questionnaire.

(b) Quality and cost-effectiveness of interpretation, meetings and publishing services

141. The overall utilization rate for interpretation was 86 per cent in 2008-2009, compared to 84 per cent in 2006-2007. Savings in interpretation were attributable primarily to shortened sessions and sessions not extending over weekends to the following week. Recruitment is always executed with maximum precision relative to meeting schedules. Overall utilization, however, is on track.

(a) Since the United Nations Office at Vienna only has one enlarged team of regular staff, vacancies can heavily reduce the optimal mix of staff ratios. This is exacerbated when parallel meetings are held, because ideally another team of interpreters will be required to work alongside the regular staff. When parallel meetings are increased to three, the ratio is further distorted.

(b) All printing at the United Nations Office at Vienna is digital: parliamentary documents are sent via electronic workflow for reproduction in the Reproduction and Distribution Unit and all colour publications are sent electronically to the International Atomic Energy Agency (IAEA) for digital printing. In addition, roll figures have been continuously reviewed to allow for primary distribution, with few or no stock copies, while alternative means of distribution (e.g., USB sticks, CD-ROMs, websites) are considered as appropriate. Thus, the print-on-demand level is 100 per cent. The distribution of CD-ROMs containing compilations of pre-session documents or annexes to annual reports led to important savings compared with printing and distributing hard copies, and was welcomed by meeting participants as a more practical alternative to carrying bulky documents.

Conference management, Nairobi

Subprogramme 2
Planning, development and coordination of conference services

(a) Improved quality of conference services

142. Three surveys were conducted in 2008 and 100 per cent of the responses expressed satisfaction with the overall quality of services offered by the conference services of the United Nations Office at Nairobi. In addition, 100 per cent satisfaction was received from Member States regarding the quality of services, including interpretation, report-writing, meeting coordination and documents distribution. Direct consultations were held with representatives of Member States, who expressed overall satisfaction with the quality of services provided by conference management service.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

143. The United Nations Office at Nairobi continues to improve its utilization rate, especially in interpretation, where it achieved 69 per cent utilization compared to 52 per cent in the previous biennium. In translation services, it has maintained 100 per cent utilization. The United Nations Office at Nairobi has also increased interaction and sharing of staff with other duty stations, particularly interpreters, translators and text-processing staff. It is working closely with the other Department for General Assembly and Conference Management duty stations, as well as with the regional commissions, namely, the International Criminal Tribunal for Rwanda, ECA and ESCAP, on either loaned or borrowed free capacity to complement available internal capacity and use fewer freelance interpreters, thus contributing to high capacity utilization across duty stations. In terms of global management of conferences, the United Nations Office at Nairobi serviced 18 meetings in the African region, on behalf of the United Nations Office at Geneva.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

144. The United Nations Office at Nairobi continues to fulfil the meeting requirements of all intergovernmental and expert bodies, as well as special conferences for which the Division is responsible. Apart from the meetings of the governing bodies of UNEP, its convention secretariats and UN-Habitat, the Division played a major role in providing conference service support to former Secretary-General Kofi Annan in brokering the post-election Kenya peace talks. It is also

providing similar support to the current Secretary-General's Special Envoy to the Democratic Republic of the Congo, former President Olusegun Obasanjo of Nigeria, in the ongoing peace negotiations. These two unplanned conferences increased the number of regular budget meetings from the planned 70 to 98 meetings per biennium, hence the increase in the overall number of meetings and utilization of meeting facilities.

(c) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation

145. Through a more effective slotting system and a better structured interactive process between the Division of Conference Services and the Governing Council secretariats of UNEP and UN-Habitat, it has been possible to improve the timely submission compliance rate to over 52 per cent compared to 48 per cent in the previous biennium, while maintaining 100 per cent timely issuance of documents submitted on time and within page limits.

(d) Increased provision of conference services that are requested by regional and other major groupings of Members States

146. All 119 requests for regional group meetings were serviced, as clients are often willing to provide extrabudgetary resources to supplement regular budget resources for the regional group meetings.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language

147. The subprogramme enhanced the quality of translation and editing through a more efficient utilization of computer-assisted translation tools and improvement of the reliability of capacity-planning. These tools improved the ability of the United Nations Office at Nairobi to match capacity with the expected output. Greater recourse to the common roster of contractual translators to augment capacity in peak periods also contributed to the results obtained. Surveys conducted by the Conference Management Service and direct consultations with representatives of Member States indicate that they were very pleased with the quality of documentation services, including report-writing, editing and translation. The involvement of in-house translators in the postgraduate university training of translators will greatly enhance the quality of the work delivered by both staff and contractual translators.

(b) Quality and cost-effectiveness of editing and translation services

148. During the year, cost-effectiveness and efficiency were achieved in the referencing and translation area. Turnaround time improved, as did the quality of translation. Better data collection led to more accurate reporting on statistics. The United Nations Office at Nairobi is making efforts to work with clients to use the slotting system more since this could improve timeliness of submissions and more efficient management of documentation. The teleworking project has proved useful

in ensuring continuous service for the two language units involved. There has been a greater use of Nairobi-based freelance staff (in particular report writers) for meetings held in Nairobi, which has entailed lower travel and salary costs and a marked and steady improvement in the ratio of outsourced to in-house translation, with the former increasing by 8 per cent in 2008. Lastly, the Division has assisted local universities in setting up a postgraduate training programme in translation, which will help alleviate the dearth of language professionals in Africa.

Subprogramme 4
Meeting and publishing services

149. Surveys conducted in the biennium show a high level of satisfaction with interpretation services. In addition, the vacancy rate has declined to 20 per cent, resulting in an improved mix of permanent to freelance interpreters of 80 to 20 in the biennium 2008-2009 compared to 75 to 25 in the biennium 2006-2007. Hiring more local interpreters has also contributed to a decrease of the carbon footprint.

150. Conference management in Nairobi moved further to integrate publishing across the Department for General Assembly and Conference Management spectrum, thanks largely to the groundwork established by the Working Group on Publishing. In common with conference management in New York, Geneva and Vienna, Nairobi moved further into the digital age with the installation of equipment to allow it to work more closely with publishing clients. In 2009, the Division managed to eliminate 85 per cent of the time it took to make printing plates and, in addition, completely eliminated the use of chemicals and plastics. The Division procured equipment to allow it to produce in-house protective coatings on its publications to make the covers long-wearing, as well as equipment to allow it to produce over a dozen different folders and labels. That step coincided with the Division's achievement of its 2009 goal to reduce by as much as possible transportation costs and greenhouse gases stemming from its former outsourcing of that sort of work. The provision of the equipment eliminates 100 per cent of the need to outsource and transport coating and die-cutting.

151. The Publishing Section is ISO 14001:2004 certified.

Section 3
Political affairs

Highlights of programme results

152. The newly reorganized six regional divisions and the Policy Planning and Mediation Support Unit continued conflict prevention activities and provided political advice and guidance to representatives and envoys of the Secretary-General, and to other actors system-wide as requested. Some 24 conflict situations were successfully addressed in 2008. Cooperation on conflict prevention was broadened with regional organizations and with United Nations system agencies. Additionally, the regional divisions provided direct support to a number of peace processes and to peace and development advisers in priority areas. In the biennium, Member States placed almost 50 new requests for electoral assistance and important elections were held in countries such as Afghanistan, Bangladesh, Ghana, Iraq, Lebanon, the Maldives and Nepal. The Department of Political Affairs continued to act proactively to facilitate the demanding activities of the work of the Security

Council and its subsidiary organs. The Department facilitated sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society on all aspects of the question of Palestine. The Decolonization Unit supported deliberations of the Special Committee on decolonization, the Special Political and Decolonization Committee (Fourth Committee), the General Assembly and the Economic and Social Council. Finally, the Office of the United Nations Special Coordinator for the Middle East Peace Process supported political negotiations between the parties and regional negotiations.

Challenges and lessons learned

153. The implementation of General Assembly resolution 63/261 required particular attention in terms of performance evaluation and structural changes affecting the regional divisions as well as policy planning and mediation support. With the approval by the General Assembly of the proposal on strengthening the Department of Political Affairs, staffing shortages improved somewhat from 2008 to 2009, but the full effect will be felt only in the next biennium. There was still insufficient regular budget funding for substantive activities, such as official travel. Insufficient project funds also prevented a more active engagement of staff in operational work in the field. Among important lessons drawn was the need to further promote intra-division communication and integration. This will be addressed through the implementation of a Department-wide Intranet and knowledge management system in 2010.

Output implementation rate

154. The above-cited results are based on the implementation of 82 per cent of 1,345 mandated, quantifiable outputs.

155. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 3)).

Executive direction and management

(a) Programme of work is effectively managed within available human and financial resources

156. Timely delivery of outputs and services to all clients continued during the biennium 2008-2009. The Department delivered on 98 per cent of all requested materials and services on or before the deadline with the remaining 2 per cent submitted shortly after the deadline. Efficient and effective utilization of resources was achieved as the Department continues to have a high rate of budget implementation, close to 100 per cent.

(b) Effective backstopping/servicing/management of special political missions, field offices and high-level envoys

157. The strengthening of the Department was implemented during the biennium 2008-2009, however, the sufficient backstopping of special political missions remains still an issue owing to a lack of resources. In the absence of resources for United Nations Headquarters backstopping of missions, the Department has had to

use core strengthening posts and extrabudgetary funds to cover those functions. The Department continued to hold weekly special political missions focal points meeting to track progress on budget implementation and vacancy rates and to share best practices and lessons learned. A service-level agreement between the Department of Political Affairs and the Department of Field Support is also being finalized to improve management support of special political missions. The success of monthly meetings of the two departments to troubleshoot problems was mixed, and was replaced with more regular meetings at a senior level.

(c) Timely recruitment and placement of staff

158. The average number of days between the date of issuance of a vacancy announcement in Galaxy and the date of the respective decision by the head of department in Galaxy was reduced to 116 during 2008. However, that number increased by 19 days in 2009 owing to external factors outside the Department's control.

(d) Improved geographical representation and gender balance of staff

159. The results in relation to this accomplishment are mixed: there was a 4 per cent increase in the recruitment of staff from the unrepresented and underrepresented countries. However, the representation of women at the Professional level and above for appointments of one year or more decreased by 1.9 per cent.

(e) Increased timeliness of submission of documentation

160. The Department continues to make every effort to improve its coordination with internal offices and the Department for General Assembly and Conference Management to avoid delays. There have been improvements in the submission compliance of the Department of Political Affairs as well as the quality of documents submitted. Together with the Department for General Assembly and Conference Management, a Flow Chart of Model Timeline for Preparation of Reports consistent with the 10-4-6 week slotting rule that the Department of Political Affairs adheres to has been established. To enhance timely submission of reports, there are two slotting periods (the first period covers January to June; the second period covers July to December) in which relevant resolutions and mandates are reviewed and dates discussed with the Department for General Assembly and Conference Management in which reports can be submitted to allow enough time for publishing and consideration by Member States. The Department of Political Affairs has also made progress in the number of waiver of word count requests, making the reports more precise and brief.

Subprogramme 1
Prevention, control and resolution of conflicts

(a) Improved capability of the international community to identify and address conflict situations and to participate in their resolution

161. The subprogramme continued early warning activities and provided political advice and guidance to representatives and envoys of the Secretary-General, resident coordinators, United Nations country teams and regional offices such as the United Nations Office for West Africa and the United Nations Regional Centre for Preventive Diplomacy for Central Asia. Cooperation was broadened with regional

organizations such as the African Union, the Association of Southeast Asian Nations (ASEAN), the Black Sea Economic Cooperation pact, the Caribbean Community and Common Market (CARICOM). Conflict situations have successfully been addressed at different levels and intervals and the subprogramme has kept in line with the performance goals while tasks have become more challenging and wide-ranged.

(b) Maintenance of peace processes on track

162. The six regional divisions and the policy planning and mediation support staff provided direct support to a number of peace processes and negotiation and mediation efforts and back-stopped deployed peace and development advisers in priority areas. They cooperated in the design and implementation of programmes covering more than 20 cases and/or areas. The regional divisions and the staff of the Unit initiated, carried out and are continuing to work on a number of projects financed from extrabudgetary sources. The regional divisions and the staff of the Unit fulfilled the expected performance goals in the biennium. The current performance status has been achieved with less available manpower in some regional divisions during the first half of the biennium.

Subprogramme 2
Electoral assistance

(a) Enhanced capacity of Member States requesting assistance to organize periodic and fair elections

163. The subprogramme received almost 50 new requests for electoral assistance during the biennium. A growing number of requests are focused on the use and introduction of technology in elections, which can be technically and politically more complex, and obviously costly. During 2008-2009 important elections were held in Afghanistan, Algeria, Bangladesh, Comoros, Ghana, Iraq, Lebanon, Malawi, Maldives, the Republic of Moldova and Nepal that were supported by the United Nations. The subprogramme supported the involvement of the United Nations system in these elections, based on requests received from interested Member States, both through the provision of electoral assistance and the deployment of expert assessment missions which contributed to the peaceful conduct of elections and the improvement of the technical capacity of national authorities to organize credible electoral processes.

Subprogramme 3
Security Council affairs

(a) Meetings are conducted in a timely and procedurally correct manner

164. The subprogramme made possible the holding of 464 formal meetings of the Security Council; 297 informal consultations; 318 meetings of the subsidiary bodies; and the adoption of 196 decisions of the Council during the biennium. In particular, the need to review and act in connection with peacekeeping operations and political assistance missions generated continued demands for substantive servicing of the Security Council. Besides, substantive servicing was also provided to 13 sanctions and counter-terrorism committees and one counter-terrorism working group, the Informal Working Group on Documentation and Other Procedural Questions, and the Ad Hoc Working Group on Conflict Prevention and

Resolution in Africa. The Department received positive assessments by members of the Security Council and of its subsidiary organs on the adequacy and timeliness of the substantive and administrative support provided.

(b) *Improved access to information relating to the work of the Security Council and its subsidiary organs*

165. During the biennium, the subprogramme continued to coordinate and oversee (with the technical assistance of the Department of Public Information) the enhancement of websites of all active sanctions committees, most notably the website of the Security Council Committee established pursuant to resolution 1267 (1999) concerning Al-Qaida and the Taliban and associated individuals and entities. The main navigation menu was simplified, a site map was introduced in order to offer a better overview of the content, and the search function was enhanced. In addition, the subprogramme coordinated and oversaw (also with the technical assistance of the Department) the design, in all official languages, of the first dedicated website of the Informal Working Group on Documentation and Other Procedural Questions, which includes relevant information pertaining to the activities of the Working Group. The subprogramme also noted a significant use of the improved online version of the *Repertoire*.

(c) *Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented*

166. During the biennium, the subprogramme facilitated four missions of the Security Council (to Africa, during which it visited Djibouti (on Somalia), the Sudan, Chad, the Democratic Republic of the Congo and Côte d'Ivoire; to Afghanistan; to Haiti; and to Africa, during which it visited Ethiopia, Rwanda, the Democratic Republic of the Congo and Liberia); as well as four missions of its subsidiary bodies (four missions of the Al-Qaida and Taliban Sanctions Committee, including to Mauritania, Senegal and Mali). Those bodies also visited the Russian Federation, the European Institutions in Brussels, and Vienna (to participate in an international workshop of national counter-terrorism focal points). The visits followed rigorous timetables and involved sensitive discussions in the regions involved.

Subprogramme 4
Decolonization

(a) *The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories*

167. During 2008-2009, the Special Committee of 24 on decolonization and the General Assembly aimed at making progress in the decolonization process of the 16 remaining Non-Self-Governing Territories. The subprogramme also supported the deliberations of the Special Committee and the Special Political and Decolonization Committee (Fourth Committee). Several papers and reports were prepared to help heighten the awareness of the Special Committee in regards to various aspects of the 16 Territories under its purview, including: the annual 16 working papers on the Territories, several of the Secretary-General's reports, and two reports of the President of the Economic and Social Council on assistance. The

subprogramme also supported the preparation, conduct and follow-up of the annual regional seminars, held in Indonesia (2008) and Saint Kitts and Nevis (2009), for representatives of the Special Committee, administering Powers and Non-Self-Governing Territories.

Subprogramme 5
Question of Palestine

(a) *Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine*

168. The subprogramme facilitated sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society on all aspects of the question of Palestine. Liaison and cooperation with civil society was further enhanced through international conferences and meetings organized by the subprogramme, and other activities. The United Nations Information System on the Question of Palestine (UNISPAL) became one of the most widely used resources on the Internet on the question of Palestine. The Division also organized annual observances of the International Day of Solidarity with the Palestinian People with continued wide participation by Member States and Observers.

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

(a) *Participants will re-engage in taking parallel steps towards a lasting peace*

169. A Humanitarian Country Team was created that meets monthly with the following membership: humanitarian agencies of the United Nations system and international and national NGOs. It is chaired by the Humanitarian Coordinator. Through this body common humanitarian response strategies are developed and decisions regarding the cluster approach are made. Clusters approaches were rolled out in the areas of health, protection, education, water/sanitation, and logistics that strengthened the humanitarian responses. In addition, the United Nations country team activated the early recovery cluster in response to the crisis in Gaza. A Humanitarian Task Force was also established to decide on needs assessments and ensure coherence between humanitarian and development interventions. Both Consolidated Appeals Processes (2008-2009) were developed in increased collaboration with Palestinian partners, including the Palestinian authorities and NGOs.

(b) *Mobilization of resources for improving the socio-economic conditions of the Palestinian people*

170. The Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO) led United Nations engagement in support of political negotiations and road map implementation between the parties. UNSCO led United Nations engagement in support of regional negotiations between Israel and the Syrian Arab Republic, including supporting indirect negotiations under Turkish

auspices in 2008, and maintaining channels with both parties throughout. UNSCO also led United Nations engagement in support of comprehensive regional peace, including in the framework of Security Council resolutions and the Arab Peace Initiative, maintaining close dialogue and exploring possibilities in that regard. The Special Coordinator attended approximately 460 external meetings and 200 internal United Nations meetings. The Regional Affairs Unit team members attended approximately 400 additional relevant meetings.

(c) Coordinated response to the humanitarian needs of the Palestinian people

171. UNSCO closely monitored the Palestinian Authority's monthly budget execution and emerging budgetary gaps, which could have potentially endangered the Authority's ability to meet its requirements. UNSCO highlighted gaps arising in, inter alia, the Security Council briefings and liaised regularly with IMF to be briefed on the overall macroeconomic situation in the Occupied Palestinian Territories. In 2008, donors disbursed $1.8 billion to finance the Palestinian Authority as a result of resource mobilization of the United Nations system, donors, the Authority and other relevant actors. The Office supported United Nations agencies and programmes operating in the Occupied Palestinian Territories in their reporting on financial commitments and disbursements to the Palestinian Aid Management System. As a result of significant fund-raising efforts and advocacy on the part of the Palestinian Authority, the United Nations and other actors, donors disbursed over $3.1 billion to finance the Palestinian Authority and support its reform agenda during the biennium.

Subprogramme 7
Peacebuilding Support Office

(a) Efficient provision of secretariat services to the Peacebuilding Commission

172. The Peacebuilding Support Office supported the meetings of the Chair and Vice-Chairs of the Peacebuilding Commission. It facilitated discussion on the review of the terms of reference of the Peacebuilding Fund and the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (A/63/881-S/2009/304). In addition, the Office provided substantive support to the four country-specific meetings of the Peacebuilding Commission and facilitated the positive outcome of 15 meetings during the biennium. The advice and support provided to help the work of the Peacebuilding Commission in different countries was well received.

(b) Effective mobilization and allocation of resources for the Peacebuilding Fund

173. By the end of the biennium, 48 donors had pledged a total of $331.4 million for the Peacebuilding Fund, which exceeded the target set at the launching of the Fund by over $1 million. The pledged amount was deposited into the Peacebuilding Fund account for programming. Funding envelopes were released once priority plans submitted by eligible countries were approved by the Peacebuilding Support Office. A total of $164.8 million has been allocated, with 107 projects approved.

(c) Facilitate development of integrated peacebuilding strategies and improved coordination of peacebuilding activities with the United Nations system

174. All of the four countries on the agenda of the Peacebuilding Commission have adopted integrated peacebuilding strategies. To date, these strategies have proved useful for identifying peacebuilding priorities and monitoring achievements and for improving dialogue with the United Nations system.

(d) Development of best practices and policy analysis

175. The Peacebuilding Support Office produced 30 documents in preparation for the meetings of the Working Group on Lessons Learned, which proved to be a very useful forum for peacebuilding-related discussions. In particular, adopting an open format, it enlarged the base for discussion to non-United Nations partners, such as the civil society.

Subprogramme 8
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

(a) Progressive registration of damage claims and maintenance of the Register of Damage

176. By the end of the biennium, 3,017 claims for registration of damage were collected in the Occupied Palestinian Territory and sent to the Office of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory in Vienna. Of these, 1,431 were translated and data-entered into the Office's custom-built database. Some 777 claims were reviewed and processed by the Office and submitted to the Board for its review and decision. The Board held seven meetings during the biennium, and approved all related recommendations by the Executive Director. Outreach and public information activities were carried out to inform populations in the affected areas in the Northern West Bank of the Occupied Palestinian Territory about the existence of the Office of the Register of Damage and the possibility of and requirements for filing a claim for registration of damage. About 65,000 Palestinians affected by the construction of the wall had been reached out to by the Office.

Section 4
Disarmament

177. The main functions of the Office for Disarmament Affairs include: promoting the goals of nuclear disarmament and non-proliferation and the strengthening of the disarmament regimes in respect of other weapons of mass destruction, chemical and biological weapons; promoting the disarmament efforts in the area of conventional weapons; providing substantive and organizational support for the norm-setting in the area of disarmament, fostering preventive disarmament measures; and encouraging regional disarmament efforts. The Office also provides information on the United Nations disarmament efforts and supports the development and implementation of practical disarmament measures after a conflict, such as disarming and demobilizing former combatants and helping them to reintegrate in civil society. During the biennium 2008-2009, the main achievements of the Office include the following: after a 10-year impasse, the Conference on Disarmament

adopted its substantive programme of work and decided to start negotiations on a treaty banning the production of fissile material for nuclear weapons, and substantive discussions on three other items on its agenda. The third session of the Preparatory Committee for the 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons was held in 2009 and the Committee adopted the necessary procedural decisions thus facilitating a smooth start to the 2010 Review Conference. Six regional workshops in support of the activities of the Committee established pursuant to Security Council resolution 1540 (2004) were organized during the biennium. The third Biennial Meeting of States on the Programme of Action produced concrete recommendations on key implementation issues. By resolution 64/48, the General Assembly decided to convene a United Nations conference on an arms trade treaty in 2012, which should provide States with a normative framework to guide decisions regarding arms transfers. The three disarmament regional centres were strengthened to effectively respond to Member States' requests, and in 2008 the United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific was relocated to Kathmandu, after operating from New York for 20 years.

178. Efforts to promote disarmament issues and facilitate international agreement are limited by the ability of the Office to influence States where there is a lack of commitment. For example, despite organizing meetings and workshops, the Comprehensive Nuclear-Test-Ban Treaty has still to enter into force and the Convention on Certain Conventional Weapons is yet to achieve universality. In view of limited budgetary appropriations, the programme's activities depended largely on extrabudgetary voluntary contributions, the level of which has been negatively affected by competing for the same donors and compounded by the global financial recession. Securing sufficient and sustained funds for the operations and activities of the three regional centres remains a challenge despite sustained and vigorous fund-raising efforts.

Output implementation rate

179. The above-cited results are based on the implementation of 71 per cent of 1,830 mandated, quantifiable outputs.

180. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 4) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

181. Substantive inputs provided by the Office include political advice and analysis to the Secretary-General on disarmament and non-proliferation related matters. Additionally, the Office improves awareness of important and emerging issues among Member States by organizing meetings and briefings as well as publishing information. The preparation of the proposed programme budget for the biennium 2010-2011 as well as the proposed strategic framework for the period 2012-2013 and contributions to budgetary and human resources policy matters were undertaken in a timely manner.

(b) Timely recruitment and placement of staff

182. The Office for Disarmament Affairs manages 58 regular budget posts of which 37 are in the Professional category. As at 31 December 2009, the overall vacancy rate within the Office was 5 per cent. For the biennium, the Office has maintained an average selection time for vacant posts of 189 days. Every effort is made to ensure expeditious recruitment process, including the timely posting of vacancy announcements in the Galaxy system and the finalization of the interview process. In 2008, the average selection time was 127 days. However, in 2009, work exigencies sometimes delayed the establishment of departmental selection panels, which affected the finalization of the selection process in the Galaxy system.

(c) Improved geographical representation and gender balance of staff

183. As at 31 December 2009, the Office's female selection in the Professional category stands at 52 per cent with the overall female staff representation in the Professional category and above at 34 per cent. In filling vacant posts, due consideration is given to geographical balance and underrepresented Member States. For the biennium, 50 per cent of all geographical recruitments were from unrepresented and underrepresented countries.

(d) Increased timeliness of submission of documentation

184. For the biennium, the Office for Disarmament Affairs reached a 95 per cent compliance rate in terms of timeliness of all documentation to the sixty-third and sixty-fourth sessions of the General Assembly. All necessary documentation for other meetings organized by the Office were finalized in a timely manner.

(e) Identification of emerging issues that require attention by Member States

185. For the biennium, there were 85 occasions where representatives of Member States met with the High Representative for Disarmament Affairs to propose initiatives or to engage in discussions to explore collaboration with the Office. Discussions focused on multilateral efforts in the area of disarmament and non-proliferation, including international disarmament agreements, weapons of mass destruction and terrorism and small arms weapons, nuclear-weapon-free zones, regional centres for peace and disarmament. This represents 77 per cent of the projected target for the biennium. That figure would be substantially higher if the meetings of the High Representative with officials from Member States during his official missions outside of the Secretariat in New York could be reflected in this measure.

(f) Enhanced policy coherence in the management of the disarmament activities of the United Nations

186. During the biennium, the Office undertook 108 joint activities ranging from meetings, outreach and capacity-building workshops, exhibits and publications as well as execution of weapons collection/destruction of weapons, training of law enforcement officials and development of project proposals; a threefold increase over the number of activities undertaken during the previous biennium.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

(a) *Enhanced quality of organizational and substantive services provided to the Conference on Disarmament and to the conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects*

187. Facilitated by the substantive and organizational support of the Geneva Branch, the Conference on Disarmament managed to submit a new proposal in 2008 aimed at overcoming the impasse and the intensification of the substantive work of the Conference. With the establishment of the Implementation Support Unit, the States parties to the Biological Weapons Convention have clearly recognized the substantive organizational and technical expertise of the Secretariat. In 2009, the Biological Weapons Convention Implementation Support Unit continued to exceed expectations as recognized by the States parties at various meetings and events. As to other treaty bodies, following the example of the Biological Weapons Convention, States parties to the Convention on Certain Conventional Weapons agreed in 2009 to establish a similar unit.

(b) *Enhanced assistance in the implementation of decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral arms limitation and disarmament agreements*

188. Advised by the Secretariat, States parties agreed to report on measures taken to implement the provisions of the latest Protocol to the Convention on Certain Conventional Weapons; to establish an explosive remnants of war database consisting of requests for assistance; to create a mechanism to facilitate consultation and cooperation between the parties; and to hold meetings of experts. With the establishment of the Biological Weapons Convention Implementation Support Unit, States parties are allowing the Secretariat to contribute more effectively to efforts to strengthen the Convention as a barrier against the development or use of biological weapons, including through improving national implementation and enhancing cooperation in biological sciences and technology in their application for peaceful purposes, such as preventing and combating infectious diseases.

(c) *Enhanced expertise of Member States in the field of disarmament and non-proliferation through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme*

189. The Geneva Branch has successfully implemented the Gender Mainstreaming Action Plan, which resulted in an increase of women's representation in the United Nations Programme of Fellowships on Disarmament to 45 per cent. Owing to financial constraints, the Programme had to reduce its participants in 2008 and 2009 to the number of fellowships originally established by the General Assembly.

Subprogramme 2
Weapons of mass destruction

(a) Effective facilitation of the process of negotiations, deliberations and consensus-building on disarmament issues, including non-proliferation in all its aspects, and issues of universality relating to weapons of mass destruction, in particular nuclear weapons and delivery systems, by Member States, States parties and other interested States, at their request

190. The Panel of Governmental Experts on Missiles concluded its deliberations in June 2008 and produced a consensus report that was submitted to the sixty-third session of the General Assembly (A/63/176). The Branch provided substantive support to the United Nations Disarmament Commission; the third session of the Preparatory Committee for the 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons successfully addressed procedural arrangements for the 2010 Review Conference, including the agenda, which restored some of the ground lost in 2005 by incorporating the decisions and the resolution of the 1995 Review and Extension Conference and the consensus Final Document of the 2000 Review Conference. While the Preparatory Committee was not able to agree to substantive recommendations for the Review Conference, as in 1999 and in 2004, the deliberations on the draft substantive recommendations laid a good foundation for further negotiation at the Review Conference.

(b) Enhanced use by Member States of information on issues relating to weapons of mass destruction, in particular nuclear weapons, including new trends and developments, as well as on the potential threat of use of weapons of mass destruction and related materials in terrorist acts

191. Ongoing enhancements and upgrading of the subprogramme's website during the 2008-2009 biennium resulted in increased traffic to the site. The average monthly page views of the Weapons of Mass Destruction website at 31 December 2009 was approximately 31,409 and the average monthly page views for the website of the Security Council Committee established pursuant to resolution 1540 (2004) exceeded 6,977, with an increased usage of 16.3 per cent. During the biennium, the Branch received some 44 requests for substantive input from Member States as well as civil society. Branch staff lectured on weapons of mass destruction issues in 2008 and 2009 at 21 workshops, seminars, and training programmes. The subprogramme also responded to an increasing number of requests for graduate and undergraduate student briefings on disarmament and non-proliferation.

(c) Greater awareness by Member States of the need for gender mainstreaming in the substance and activities of the subprogramme

192. The Branch made efforts to ensure increased participation of female experts in all organized workshops and governmental experts' panels. For example, of the 52 participants attending the Seminar on the implementation of Security Council resolution 1540 (2004), held in Brazil in November 2008, 13 (25 per cent) were women. The Panel of Governmental Experts on Missiles for 2007-2008 included one female expert (Israel) and one female consultant.

Subprogramme 3
Conventional arms (including practical disarmament measures)

(a) Increased international action to prevent, combat and eradicate the illicit trade in small arms and light weapons

193. In 2008, the United Nations Third Biennial Meeting of States to Consider the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects successfully adopted its Final Document. The number of national reports submitted on the implementation of the Programme of Action rose from 60 in 2006 and 32 in 2007 to 110 in 2008. However, the number of new initiatives undertaken at the international, regional and national levels to implement the Programme of Action declined, dropping from 580 in the period 2006-2007 to 396 in 2008. In 2009, a series of regional workshops on the implementation of the Programme of Action commenced, with workshops in Sydney and Kathmandu in June and in Kigali in July.

(b) High-level of participation by Member States in United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments

194. Overall participation in the instruments has declined. In 2008, 91 States submitted information to the United Nations Register of Conventional Arms, and 77 States submitted information to the United Nations Standardized Instrument for Reporting Military Expenditures (MilEx). The Group of Governmental Experts on the United Nations Register met in 2009 and submitted its report to the General Assembly at its sixty-fourth session (A/64/296). The Conventional Arms Branch organized a regional workshop on arms transparency in Dakar, in June 2009, the first regional workshop on the issue since December 2006. In 2009, 78 States submitted information to the United Nations Register, while 58 States submitted information to the MilEx instrument.

(c) Enhanced international dialogue to promote practical confidence-building measures in the field of conventional weapons

195. There has been gradual progress in international conventional disarmament consensus-building. The Geneva Declaration on Armed Violence and Development was introduced in the General Assembly, which requested the Secretary-General to prepare a report on the issue of armed violence and development. The Convention on Cluster Munitions was adopted in 2008, and the General Assembly requested the Secretary-General to provide support for the Convention. The Security Council met in 2008 to discuss ways to improve collective security, while keeping military expenditures at the lowest possible level. In 2008, a Group of Governmental Experts took up the issue of ammunition and produced a report concerning surplus conventional ammunition stockpiles (A/63/182). The General Assembly adopted a resolution in which it decided to convene a United Nations Conference on the Arms Trade Treaty in 2012 (resolution 64/48).

Subprogramme 4
Information and outreach

(a) Increased utilization and improved access to information materials of the Office for Disarmament Affairs

196. In 2008, the Information and Outreach Branch redesigned the Office's flagship publication, the *United Nations Disarmament Yearbook*, to be more user-friendly by making use of charts and graphs. Part I of the *Yearbook* (Resolutions and Decisions) was published in April 2008 and 2009. Part II of the *Yearbook* is published annually in September. Feedback received from Member States, academia and other organizations has been positive. In the biennium, the Branch published four occasional papers; numbers 14 to 17 in a more user-friendly format. Using in-house expertise, and in collaboration with the Department of Public Information, the Branch revamped the Office's website to make it more attractive, easily accessible and user-friendly, allowing the substantive branches of the Office to update their respective web pages while retaining the website's overall standardized format.

(b) Better preparedness of States to undertake multilateral deliberations and negotiations in the field of disarmament

197. Throughout the biennium, the Information and Outreach Branch continued to disseminate information electronically on a regular basis to its main clients (Member States, academia and NGOs), including statements of the Secretary-General and High Representative, updates on developments in multilateral disarmament and international security issues, announcements of events and publications, as well as a daily News Digest. All major Office for Disarmament Affairs publications are available online.

(c) Implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education

198. The biennial report on implementing the recommendations of the 2002 study has become an information-sharing tool for States to report biennially on their activities. It has also benefited from the main support of the NGO educational community which has also reported consistently. The Office has added and refined disarmament and non-proliferation educational material on the United Nations Cyberschoolbus and has continued to widely disseminate it in print and online publications. The Information and Outreach Branch produced a revised map of the nuclear-weapon-free zone areas of the globe (the Central Asian nuclear-weapon-free zone will enter into force shortly), that it converted into a postcard format for distribution by its NGO partners, and in a mouse pad format, which is sold as an educational gift sales item in the United Nations Bookstore.

Subprogramme 5
Regional disarmament

(a) *Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security*

199. Throughout the biennium, the Regional Disarmament Branch enhanced opportunities for cooperation among States and regional and subregional organizations by investing in the institutional capacity of Member States and regional and subregional organizations to combat illicit firearms trafficking and enhance exchange of information and experiences between States and other entities, contributing to the development and implementation of multisectoral disarmament approaches aimed at reducing armed violence and promoting the universalization and implementation of multilateral disarmament and non-proliferation instruments.

(b) *Greater cooperation among national, regional and subregional entities within each region and subregion in the areas of disarmament, non-proliferation in all its aspects and regional and international peace and security*

200. During the biennium, the Regional Disarmament Branch promoted and facilitated greater confidence and cooperation among national, regional and subregional entities within the regions covered by the three regional centres, each region and subregion in the areas of disarmament and international security by involving, inviting, organizing regional or subregional events and training, to an increased number of such entities in its activities and responding to incoming requests for assistance and collaboration in conducting its activities.

(c) *Enhanced capacity of national, subregional and regional entities in implementing disarmament, non-proliferation in all its aspects and regional and international peace and security measures*

201. Throughout the biennium, the Regional Disarmament Branch continued to raise awareness and build the capacity of national, subregional and regional entities in the area of disarmament and non-proliferation in all its aspects, and regional and international peace and security measures through providing advisory and training services.

Section 5
Peacekeeping operations

Highlights of programme results

202. The Department of Peacekeeping Operations and the Department of Field Support continued to provide strategic direction and day-to-day operational guidance to 18 field operations, comprising over 119,000 United Nations peacekeepers, the majority of which have complex multidimensional mandates. The Department of Field Support supported an additional 12 special political missions managed by the Department of Political Affairs, as well as the African Union Mission in Somalia (AMISOM). During the biennium, both departments were extensively engaged in: building up UNAMID; assuming full peacekeeping

functions in the Central African Republic, following the transfer of authority by the European Union force on 15 March 2009; reconfiguring the mission in Kosovo to support political and security priorities identified by the Security Council; and, continuing efforts to address the crisis in the Democratic Republic of the Congo, especially with regard to the protection of civilians.

203. Both departments pursued consultations with Member States, field missions and other key stakeholders on a comprehensive agenda entitled "A new partnership agenda: charting the new horizon for United Nations peacekeeping", that identifies priorities for improving the effectiveness of United Nations peacekeeping. As part of that agenda, the Department of Field Support developed a Global Field Support Strategy to transform service delivery to field operations over the next five years. The Department continued to provide integrated support to field operations in the areas of human resources, finance and budget, logistics, information and communications technology services, as well as conduct and discipline. In Chad, the Department put in place a complex set of legal, operational and transitional arrangements concerning the deployment and use of assets and provided support services to an enlarged deployment on the ground to make possible the transition from the European Union-led force in Chad/Central African Republic (EUFOR) to the United Nations Mission in the Central African Republic and Chad (MINURCAT). In Somalia, the United Nations Support Office to AMISOM provided AMISOM with a logistical support package.

204. The Department of Field Support also facilitated connectivity at African Union headquarters, establishing an essential link with the AMISOM headquarters in Nairobi and Mogadishu. In the Sudan, the Tripartite Mechanism, comprising representatives of the Government of the Sudan, the United Nations and the African Union, has continued to serve as a confidence-building framework to expedite deployment and effectively address logistics challenges. The human resources reforms approved by the General Assembly in resolution 63/250 were implemented in peacekeeping operations and special political missions effective 1 July 2009.

Challenges and lessons learned

205. Challenges include the need for: continued strong and unified political support of the Security Council, and the authorization of clear, realistic and achievable mandates; provision by stakeholders of the resources required to successfully implement mandates; the political will of the parties to a peace agreement/conflict and continued cooperation with the United Nations in supporting those processes; support of regional actors and other key Member States in the negotiation and implementation of peace agreements and peacekeeping mandates; donor commitment to key peacekeeping and early recovery activities; managing detailed planning required before launching complex operations without prejudging decisions of Member States. Additional challenges include inadequacy of organizational rules for mission start-ups, especially those related to human resources management and procurement; and the current lack of capacity to deliver on responsibilities assigned by the Policy Committee in the areas of policing, corrections and security sector reform.

Output implementation rate

206. The above-cited results are based on the implementation of 99 per cent of 233 mandated, quantifiable outputs.

207. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 5)).

Executive direction and management

(a) Programme of work is effectively managed

208. At the end of 2009, the Department of Peacekeeping Operations was providing strategic direction and day-to-day operational guidance to 18 field operations, comprising over 119,000 United Nations peacekeepers, the majority of which have complex multidimensional mandates. Achievements included: building up UNAMID; assumption of full peacekeeping functions in the Central African Republic and Chad; completion of the peacekeeping mandate in Burundi, and facilitation of a smooth transition to the integrated peacebuilding support office, led by the Department of Political Affairs; reconfiguration of the mission in Kosovo to support political and security priorities; support to national authorities in Haiti to respond to the hurricanes in September 2008, and the promotion of early recovery and reconstruction; support to the elections in Afghanistan; and, continued efforts to address the crisis in the Democratic Republic of the Congo, especially with regard to the protection of civilians.

(b) Timely recruitment and placement of staff

209. The average selection time is negatively impacted by the number of seconded officer positions that require circulation to Member States for 90 days. In addition, the number of new positions approved for the Department of Peacekeeping Operations and the Department of Field Support (257 posts during the biennium) has necessitated a major recruitment exercise requiring the significant investment of time of programme managers. Addressing this level of new vacancies in a timely manner, while maintaining a focus on core programmatic responsibilities, has been a challenge at all management levels.

(c) Improved geographical representation and gender balance of staff

210. The vast majority of positions in the Department of Peacekeeping Operations and the Department of Field Support are not subject to the system of desirable ranges, and as such, recruitments impacting on geographical representation are largely those of staff who have gone through the competitive examinations. During the biennium, further progress was made in improving the geographic diversity of staff in both departments. With respect to the 130 selections of positions at the Professional level, primarily funded through the support account, that did not involve the promotion of serving staff, 54 nationalities were represented. Overall, the number of Member States represented among the regularized staff rose from 81 in early 2008 to 93 currently.

(d) Increased timeliness of submission of documentation

211. Unnecessary delays continue to arise as some offices underestimate the timeline required for the approval and clearance process of documents for submission to the General Assembly. Another reason is insufficient familiarity of offices with the formal formatting and submission requirements of the Department for General Assembly and Conference Management. To address this, the Department of Peacekeeping Operations and the Department of Field Support have designated documentation focal points that monitor slotting and submission, liaise and facilitate contact between the Department for General Assembly and Conference Management and offices submitting documents, and provide assistance and guidance to offices, all in order to facilitate timely and compliant submission of documents. These focal points also continue to disseminate that Department's guidance on formatting of General Assembly documents, on the specific submission procedure via the e-doc portal for electronic submission on the Intranet, as well as information on training opportunities on the same, with a view to facilitating compliance with the Department's document submission requirements.

Subprogramme 1
Operations

(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries

212. Advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs is provided to Permanent Missions of Member States to the United Nations, OCHA, UNDP, UNHCR, the United Nations Office for Project Services (UNOPS), the United Nations Children's Fund (UNICEF), the World Food Programme, the World Bank, IMF, the African Union, ECOWAS, the European Union, the North Atlantic Treaty Organization, the Organization for Security and Cooperation in Europe (OECD), NGOs and the media.

(b) Effective and efficient direction and support for peacekeeping operations

213. Mission planning processes for the United Nations Assistance Mission in Afghanistan (UNAMA), the United Nations Mission in the Sudan (UNMIS) (expansion/deployment to Darfur), the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Mission in the Central African Republic and Chad (MINURCAT) (establishment of missions), the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), the United Nations Integrated Office in Burundi and the United Nations Operation in Côte d'Ivoire were completed in line with mission priorities.

Subprogramme 2
Military

(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates

214. The Office of Military Affairs develops foundational strategic-level documents at the planning stage. They include the Force Requirements; Force Structure;

Concept of Operations; Directive to the Heads of Military Component; and the Rules of Engagement. The Office is staffed for planning of air and maritime operations and is able to rapidly deploy Force Headquarters staff. It established the core planning team for MINURCAT in January 2009. Efficient planning has also facilitated rapid deployment of new military units and capabilities in the United Nations Interim Force in Lebanon (UNIFIL), MONUC, UNAMID and MINURCAT. During the reporting period, planning for the establishing of UNAMID and MINURCAT; the liquidation of the United Nations Mission in Ethiopia and Eritrea; planning for the pre-mandated Somalia mission; the drawdown planning and reconfiguration of missions with large military components were some of the highlights.

(b) Increased efficiency and effectiveness of the military components of peacekeeping operations

215. The Office has developed or reviewed the capability documents and command and control documents for all peacekeeping operations in order to provide continuous advice to assist military components in developing necessary instruments to implement the mandate. The Office participates, prepares issues for discussion, and follows up on the implementation of recommendations of intermission cooperation conferences within closely situated missions as well as missions that have common problems. It also holds annual conferences of heads of military components. In addition to the customary briefings, the Force Generation Service gives to Member States in order to find and deploy the most capable troops, the Service has now come up with a tailor-made approach to engage new and emerging troop-contributing countries.

Subprogramme 3
Rule of law and security institutions

(a) Reduction of the time required to plan, rapidly deploy and establish rule of law and security components of peacekeeping operations in response to Security Council mandates

216. The Standing Police Capacity has provided substantial support to the Police Division's capacity to reduce the amount of time required to start up police components and produce police concepts of operations, manuals and procedures to start up peace operations. The Standing Police Capacity continued to increase planning efforts towards potential missions in Africa and elsewhere. Staff members have been and continue to participate in assessment missions with the intention of further enhancing coordination with other components in the department in order to decrease the amount of time required to deploy rule of law and security-related staff if and when required.

(b) Increased efficiency and effectiveness of the rule of law components of peacekeeping operations

217. Efforts are ongoing in regard to developing new, and updating existing materials. A disarmament, demobilization and reintegration risk management template and user guide was prepared while a policy on the management of prison support programmes was also completed. The Police Division has continued the selection and recruitment of police officers who possess the required technical skills

for specialized policing tasks covering police reform and operational experience. The Police Division has developed specific job descriptions and shared them with Member States to enable them to identify suitable and qualified candidates. Moreover, the Division has conducted interviews with nominated candidates to ensure that skill requirements are satisfied.

(c) Sustainable national rule of law and security services supported for post-conflict societies

218. The Office of Rule of Law and Security Institutions continues to support national security institutions and services in several missions, including the United Nations Integrated Mission in Timor-Leste (UNMIT), the United Nations Mission in Liberia (UNMIL) and the United Nations Stabilization Mission in Haiti (MINUSTAH), and recently in MINURCAT. Following the assumption of rule of law responsibilities by the European Rule of Law Mission, the United Nations no longer performs policing and other lead rule-of-law functions. As the Department of Peacekeeping Operations has been given the global lead in policing and corrections, even outside of conflict zones, it anticipates that the type of support it will be providing will continue to grow and expand before the end of the cycle, with potential projects in West Africa on the horizon as a specific example.

(d) Targeted marking, fencing, clearance and mine-risk education in affected countries and communities

219. The establishment of effective victim surveillance systems allows the programmes to identify hazard areas that present a current danger to impacted populations. The data informs on demining priorities and triggers the provision of mine-risk education and victim assistance services. Information on the type and severity of injury as well as data on gender provide a basis for the determination of appropriate medical and rehabilitation services. The accomplishment of effective surveillance allows planners to target at-risk groups, in terms of gender and occupation, for mine-risk education and to prioritize areas for clearance. For the last period for which data is available (calendar years 2007 and 2008), a 14 per cent reduction in casualties, or a total drop of 134 casualties, was reported in programmes covered by the United Nations Mine Action Service.

(e) Mine-action response mechanisms are maintained to enable assets to be deployed to establish and support peacekeeping operations in response to Security Council mandates

220. The participation of mine-action specialists and experts from related areas of emergency response and coordination (15 additional staff with evaluations were added to the roster during 2008-2009) provide a cadre of trained personnel familiar with the requirements of an emergency mine-action response as well as how that response links into other areas of humanitarian response in an emergency. This allows for more effective and efficient response from the outset and provided added value in the form of more concise and accurate information to national authorities, donors and the local communities. Value-added on more concise and accurate information to national authorities, donors and local communities was achieved through the establishment of mechanisms with concerned United Nations, NGO and other actors, which was recently validated in the rapid response in Gaza.

(f) *Development of appropriately sized, trained and equipped national mine-action institutions and capacities that achieve nationally defined goals with little or no international assistance*

221. Four workshops were conducted in the Sudan over nine months that culminated in a Transition Plan. Transition planning in Lebanon resulted in the assumption of responsibilities by the national authorities as at 1 January 2009, which was covered by a memorandum of understanding between the United Nations and national authorities. Each included the deployment of a Transition Officer. Activities in Afghanistan included the nationalization of key posts, including Director and Chief of Operations. The ownership by national authorities and the integration of capacity into country-appropriate structures ensure viability and sustainability. The total is monitored as part of an inter-agency group established to track strategy implementation through the completion of the strategic plan for 2006-2010.

Subprogramme 4
Policy, evaluation and training

(a) *Develop or facilitate the development and provision of timely policies, procedures and standard operating procedures related to the needs of the Department of Peacekeeping Operations, the Department of Field Support and field missions*

222. Among the 31 guidance materials issued in 2008-2009, the most significant accomplishment is the final approval and publication of the United Nations Peacekeeping Principles and Guidelines, the so-called Capstone Doctrine, which provides a coherent vision for contemporary United Nations peacekeeping. Another milestone is the Policy on Authority, Command and Control for United Nations Peacekeeping, which was intended to clarify not only the civilian, military and police chain of command but also questions of primacy in situations of public disorder and tasking of contingent-owned equipment assets in integrated operations. The revision of Version 1 of the Mission Start-up Field Guide was finalized, and a "lessons learned" note and "draft operational concept on the protection of civilians in United Nations peacekeeping operations" were also drafted.

(b) *Support the continued development of the Department's Intranet site as the primary vehicle for delivery policies, procedures and standard operating procedures to field mission personnel*

223. The functionality of the Intranet site was enhanced to deliver content in other languages, streamline document display, improve maps database, provide a more user-friendly "forum" for users to post comments and add "ticker tape" for advertising new materials. Other initiatives were aimed at increasing awareness of the site among staff, such as the publication of a newsletter highlighting new policies and procedures with direct links to the Intranet, the dissemination of a digest of new uploads and the inclusion of a session on using the Intranet in staff induction training programmes. This has resulted in extensive use of the site, as shown by the fact that over 32,217 document downloads took place between 1 January 2008 and 31 December 2009, with 45,265 users accessing the Intranet.

(c) Conduct or support the conduct of training for all deploying peacekeepers based on United Nations standardized training materials

224. During 2008-2009, the Integrated Training Service delivered predeployment training to over 1,000 civilian personnel deploying to all United Nations peacekeeping missions. Military and police predeployment training is a Member State responsibility, which the Integrated Training Service supports through the provision of training guidance, development of standardized materials, conduct of training of trainers, training recognition for courses that adhere to United Nations standards and the deployment of mobile training support teams. Efforts in 2009 have focused on support to troop- and police-contributing countries, through, inter alia, the issuance of a policy and standard operating procedures on the provision of support to predeployment training to clarify the procedures to be followed. In addition, the Integrated Training Service conducted six training of trainers events and seven training recognition visits in 2009 based on the new policy and standard operating procedures.

(d) Peacekeeping training materials are updated and made available to troop- and police-contributing countries and civilian personnel

225. Standardized generic training materials were updated and issued as the Core Predeployment Training Materials in July 2009, along with new Specialized Training Materials for Police. The training materials were made available to all Member States and peacekeeping training institutions on the newly launched Peacekeeping Resource Hub website. By the end of 2009, the Core Predeployment Training Materials had been downloaded an average of 672 times, and the Specialized Training Materials an average of 127 times each. The core materials were integrated into the civilian predeployment training for new civilian personnel delivered by the Integrated Training Service in Brindisi, Italy, to ensure that the programme was up to date.

(e) Evaluations of mission performance and follow-up result in improved policy, procedures and training and more effective management in both field missions and at Headquarters

226. From January 2008 to December 2009, the Evaluation Unit in the Policy, Evaluation and Training Division developed the Department of Peacekeeping Operations/Department of Field Support Mission Evaluation and Headquarters Self-Evaluation policies. During that period, three cross-cutting evaluations of Joint Mission Analysis Centres and Joint Operations Centres were undertaken in UNMIS, UNAMID and UNMIT. The results of those evaluations led to the establishment of the Joint Mission Analysis Centre Support Group at Headquarters. The Support Group reviewed the 2006 policy of the Centres; developed guidance for and prepared revised policies of the Centres adopted by the Department of Peacekeeping Operations and the Department of Field Support in February 2010; provided a mechanism for the clearance of staff for Joint Mission Analysis Centre positions. In addition, a follow-up mission to UNMIS was undertaken to review implementation of the recommendations of the Joint Mission Analysis Centre.

(f) Development of strategic framework for operational cooperation with partners in peacekeeping operations to enable effective and integrated operations in field missions

227. Strategic frameworks for cooperation were agreed with the European Union, the World Bank and UNDP that will further strengthen cooperation with these key partners. These frameworks, built on previous cooperative arrangements, will help to improve early planning, strategic coordination, and implementation of key operational tasks at the field and headquarters levels. In the case of the European Union, joint European Union-United Nations planning guidelines for military operations were employed in the context of the deployment of EUFOR in Chad in support of MINURCAT.

Subprogramme 5
Field administrative support

(a) Increased efficiency and effectiveness of peace operations

228. The Department of Peacekeeping Operations/Department of Field Support final budget submission review time for missions that receive an Abacus visit was reduced from 2 weeks in 2006-2007 to 1 day in 2007-2008. As a result of greater delegation of authority to the field, the Field Personnel Division was able to gradually shift resources from administrative operational support to strategic support services. It thereby increased its capacity to perform targeted outreach, counsel serving staff members about career opportunities, screen applications for peace operations submitted through the Galaxy system and respond to applicants. As a result, the Division has screened all (100 per cent) outstanding and new applications received during the reporting period (compared to 61 per cent during the previous period). The Division also increased its placement rate from 45 in 2008 to 81 per cent in 2009 for serving staff with satisfactory performance records who served in downsized and liquidated missions.

Subprogramme 6
Integrated support services

(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates

229. The Logistics Support Division has remained within its target and the readiness detailed in the policy directive. It has maintained one complete fly-away kit during times of deployment of a mission (e.g., Darfur), with a second fly-away kit to provide flexibility in the event of two missions being started at any one time.

(b) Increased efficiency and effectiveness of peace operations

230. The Transportation and Movement Service and the Strategic Deployment Stocks Unit in the Logistics Support Division continued to meet the requirements of Department of Peacekeeping Operations and Department of Field Support missions in terms of the deployment of strategic deployment stocks, vehicles, and strategic movement including personnel of troop- and police-contributing countries and providing aircraft for in-theatre airlift operations. The Division continued to develop and update the relevant support manuals and policy guidance for field missions. The Information and Communications Technology Division continued to provide

information and communications technology support to all peacekeeping operations, special political missions, the United Nations Logistics Base at Brindisi, as well as the agencies, funds and programmes of the United Nations system, as required.

(c) Reduced processing time, enhanced quality and increased level of efficiency in procurement services[6]

Peacekeeping missions
United Nations Truce Supervision Organization

(a) The Security Council is informed in a timely manner of non-compliance with its resolutions

231. The United Nations Truce Supervision Organization (UNTSO) continued to report directly to United Nations Headquarters, and through UNIFIL and UNDOF on the situation in the area of operations. During the reporting period, all reports were submitted in a timely manner. UNTSO significantly contributes to the reporting outputs of UNIFIL and UNDOF and therefore a portion of its accomplishments includes these contributions. In addition, UNTSO provides daily liaison and interactions in Egypt, through the United Nations Liaison Office in Cairo; in Lebanon through the United Nations Liaison Office in Beirut; and the liaison offices in Tel Aviv/Amman and the Syrian Arab Republic. In 2009, UNTSO received increased news coverage, as the direction of the debate over Arab-Israeli relations turned to borders. UNTSO also increased its level of access with interlocutors at the five countries of its mission area.

United Nations Military Observer Group in India and Pakistan

(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations

232. There were 730 daily reports, 104 weekly and 24 monthly reports on the maintenance of ceasefire in Jammu and Kashmir and information on developments in the region.

(b) Effective, efficient patrolling and inspection and investigation of ceasefire violations

233. Field tasks (investigations, field trips, road reconnaissance, observation posts, field visits and receipt of petitions) were conducted according to the standard operating procedures.

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[6] The proposal to establish a Procurement Service within the Department of Field Support (which includes the peacekeeping Procurement Team from the Department of Management) was not approved by the General Assembly. The Advisory Committee on Administrative and Budgetary Questions, in its report (A/61/937, paras. 126-131) augmented the procurement capacity within the Department of Management to better meet the needs of peacekeeping procurement. The Advisory Committee noted in the same report that "*Taking into account its recommendations on the procurement functions (see paras. 126-131) and the consequent decrease in the workload of the Department of Field Support, the Advisory Committee does not believe that two posts in the Department at the level of Assistant Secretary-General are required at this time*". In absence of approval for resources, no results could be reported under this expected accomplishment.

Section 6
Peaceful uses of outer space

Highlights of programme results

234. As the Executive Secretariat of the International Committee on Global Navigation Satellite Systems, the programme enabled providers and users of six unique satellite systems for positioning, navigation, and timing to pursue compatibility and interoperability of their systems for the benefit of socio-economic development. The Basic Space Technology Initiative was launched to build indigenous capability in utilizing small satellite technology for sustainable development. The programme succeeded in establishing itself as a key actor in facilitating access to and use of space-based information, particularly in the case of emergency response, including small island developing States. By bridging the gap among space-imagery providers, humanitarian organizations and national disaster management authorities, the programme paved the way for 13 countries to gain access to space-based information to support all phases of the disaster management cycle. The proactive approach in assisting Member States implement international legal regime on outer space, particularly with regard to the registration of space objects, resulted in 11 countries taking action under the United Nations Convention on Registration of Objects Launched into Outer Space and related General Assembly resolution 1721B (XVI) of 1961.

Challenges and lessons learned

235. The continuing demand for capacity-building and advisory services, particularly in space law and policy, requires programmatic sustainability in planning and delivery of those services. An obstacle towards ensuring such continuity continues to be insufficient resources, in particular staff time. All the officers possessing the appropriate experience and qualifications to develop the programme to its full potential also carry other responsibilities critical to its overall programme performance. A further challenge is the increased difficulty experienced by the programme in concluding exchange of letters/host country agreements relating to its activities in a timely and satisfactory manner. Such agreements are a prerequisite to organizing activities away from United Nations Headquarters and for the establishment of field programmes.

Output implementation rate

236. The above-cited results are based on the implementation of 100 per cent of 593 mandated, quantifiable outputs.

237. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 6)).

Programme accomplishments

(a) *Greater understanding, acceptance, and implementation by the international community of the legal regime established by the United Nations to govern outer space activities*

238. The programme's efforts to actively engage Member States in a dialogue regarding the implementation of the international legal regime governing space activities resulted in Belgium, Greece, Egypt, Indonesia, the Netherlands, Pakistan, the Republic of Korea, Saudi Arabia, Thailand, Turkey and the Bolivarian Republic of Venezuela providing information in compliance with the Registration Convention and related resolution. Australia, Brazil and the United Kingdom provided information in accordance with the Outer Space Treaty and the Rescue Agreement. In addition, the Outer Space Treaty was ratified by the Democratic People's Republic of Korea, the Rescue Agreement and the Liability Convention by the Libyan Arab Jamahiriya and the Registration Convention by the Democratic People's Republic of Korea and Nigeria.

(b) *Strengthened capacities of countries in using space science and technology and their applications in areas related, in particular, to sustainable development, and mechanisms to coordinate their space-related policy matters and space activities*

239. Twenty-one activities were organized to strengthen capacities of countries in using space science and technology applications. Among other actions, the programme also provided technical advisory support to Burkina Faso to develop a national tele-health network and to Bulgaria to join the worldwide array of instruments to measure space weather within the framework of the International Space Weather Initiative. As the Executive Secretariat of the International Committee on Global Navigation Satellite Systems, the programme facilitated coordination among current and future Global Navigation Satellite Systems providers and users to improve universal access to and compatibility of space-based positioning, navigation, and timing systems. The Basic Space Technology Initiative, aimed at building space technology capacity in developing countries, was launched.

(c) *Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development*

240. To develop common guidelines and standards in positioning, navigation and timing, the programme facilitated the participation of the International Civil Aviation Organization, the International Maritime Organization, the International Telecommunication Union and the ISO in the work of the International Committee on Global Navigation Satellite Systems. The UNDP and the secretariat for the United Nations International Strategy for Disaster Reduction contributed to the capacity-building activities of the programme relating to disaster management. As co-chair of the United Nations Geographic Information Working Group, the programme facilitated the participation in the Working Group of United Nations Framework Convention on Climate Change, the United Nations Convention to Combat Desertification and the United Nations University. The efforts of the programme improved the link between the Working Group and space agencies and commercial vendors to better coordinate inter-agency access to space-based imagery resources.

(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations on how to have access to and develop the capacity to use all types of space-based information to support the full disaster management cycle

241. To facilitate access to and use of space-based information for disaster risk reduction and emergency response, partnerships were established with key private and public space-imagery providers and software companies. The programme carried out a variety of activities with regional and international organizations that include awareness-raising; outreach activities; the provision of technical advisory services; the establishment of the network of regional support offices and national focal points; and the compilation and dissemination of relevant information to all partners through the knowledge portal and publications. Technical advisory missions were conducted in Burkina Faso, Ecuador, Fiji, Ghana, Jamaica, Namibia, Samoa and Togo with the support of experts from regional and international organizations and space agencies, and Afghanistan, Guatemala, Kenya, Maldives and the Philippines received technical advisory support.

Section 8
Legal affairs

Highlights of programme results

242. The Office of Legal Affairs continued to provide legal advice on matters concerning international peace and security and transitional justice, including advice on rules of procedure of different United Nations organs, and defended the privileges and immunities of United Nations staff and premises worldwide. The Office resolved claims totalling over $25.2 million for $7 million, reducing the United Nations liability by 72 per cent. It concluded essential agreements for the capital master plan, as well as for property and logistical arrangements for United Nations peacekeeping operations. It supported investigations in numerous countries arising from breaches of national law under the Oil-for-Food Programme, gaining substantial restitution in cases of fraud against the United Nations. In 2008, it prepared and organized the sixtieth anniversary of the International Law Commission and achieved substantive progress in formulating legal instruments by providing support to relevant bodies. It further developed the Audiovisual Library of International Law (recipient of the 2009 "Best Website Award" of the International Association of Law Libraries), which endows the United Nations with a multimedia capacity for providing unlimited free access to international law training and a research library via the Internet. It achieved substantive progress in formulating legal instruments by providing support to relevant bodies. Two major legal texts were finalized by UNCITRAL: the General Assembly adopted a convention in the field of international carriage of goods and endorsed a practice guide on cross-border insolvency cooperation. An additional 136 judicial and arbitral decisions based on UNCITRAL texts and 66 additional treaty actions and national enactments of UNCITRAL texts were reported. The Office continued to assist States and intergovernmental organizations in the consistent application of the United Nations Convention on the Law of the Sea and the related agreements as well as in strengthening cooperation and coordination in ocean affairs and the law of the sea. It provided assistance to the Commission on the Limits of the Continental Shelf, which adopted nine recommendations on submissions concerning the delineation of

outer limits of continental shelf, and has also provided summary in respect of seven of those recommendations which have been made public. Furthermore, two coastal States have submitted charts and coordinates delineating the outer limits of their continental shelves based on the recommendations of the Commission, thus contributing significantly to the implementation of the United Nations Convention on the Law of the Sea. The Office also increased substantially the number of activities aimed at assisting States in the sustainable uses of the oceans and seas, the equitable and efficient utilization of their resources, the conservation of their living resources and the study, protection and preservation of the marine environment. The Office also prepared and organized the first observance of World Ocean Day on 8 June 2009. It launched an updated website featuring the largest collection of treaties in the world; organized a number of special treaty events at which 111 States undertook 191 treaty actions. Five new major treaties were deposited with the Secretary-General, 2,037 treaty actions were undertaken (signatures, ratifications and accessions to multilateral treaties deposited with the Secretary-General) and 3,124 treaties and 1,961 subsequent actions were registered with the Secretariat.

Challenges and lessons learned

243. The major challenges faced by the programme and lessons learned are described below.

- Feedback from "client" offices and lessons learned from resolving legal claims resulted in improvements to standard legal instruments, as well as measures for improving performance and timeliness of legal services.

- Producing legal standards to meet the increasing demand of international trade involves new challenges for UNCITRAL, whose impact as a source of better law and practices also requires technical assistance, particularly in developing countries. Insufficient resources do not permit UNCITRAL to fulfil its potential. The coordinating role of UNCITRAL as the core legal body in the United Nations system in the field of international trade law is insufficiently recognized. Progress is required.

- Regarding results-based management with respect to achieving results, the Treaty Section, through its method and frequency of data collection, and with a clear view of its expected accomplishments, as detailed in the Section's annual workplan, has found that results-based management has assisted greatly in keeping the Section focused and on track with respect to its various targets and goals. In addition, the Section's experience with this approach has shown that advanced planning and prioritization of the programme of work are absolutely necessary. In addition, the Section learned that certain indicators of achievement are not easily measured, and that certain indicators are not necessarily representative of the success of the stated accomplishments. As a result, some of the expected accomplishments and indicators of achievement have been further refined, pursuant to the views expressed by the Committee for Programme and Coordination. Some of the performance measures were adjusted as well, based upon data gathered and other considerations as explained in the programme plan.

Output implementation rate

244. The above-cited results are based on the implementation of 84 per cent of 2,713 mandated, quantifiable outputs.

245. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 8 and Corr.1)).

Executive direction and management

(a) Programme of work is effectively managed

246. Regular formal meetings between the Legal Counsel and the Directors of each unit; regular meetings of the Office's Management Committee and mini-town hall meetings between the Legal Counsel and the staff members of individual units are held to support the effective implementation of the work programme. Representation of the Secretary-General in legal conferences and legal proceedings has been undertaken as required, and provision of legal advice to the Secretary-General has been provided on an ongoing basis.

(b) Timely recruitment and placement of staff

247. As at 31 December 2009, the overall vacancy rate within the Office of Legal Affairs was 2.9 per cent for the 143 posts managed under the regular budget. The average selection time for vacant posts has been maintained at an average of 108 days over the biennium. With the streamlining of the work of the Executive Office, there is an increased effort to ensure timely posting of vacancy announcements in the Galaxy system and the finalization of the interview process. The use of the roster and generic job descriptions has contributed to the Office's effective record in the filling of vacant posts.

(c) Improved geographical representation and gender balance of staff

248. The Office makes every effort to fill posts bearing in mind an equitable geographical distribution in the Secretariat. For the biennium, the Office achieved 50 per cent for geographical recruitment from unrepresented and underrepresented Member States as compared to all geographical recruitment. The Office's overall female staff representation in the Professional category and above is 53.8 per cent, which represents a 2 per cent increase from 2008. As at 31 December 2009, selection of female staff in the Professional category was close to 90 per cent.

(d) Increased timeliness of submission of documentation

249. The Office has achieved a good record of timely submission of documentation. It should be noted that some documents, although appearing under the heading of the Office of Legal Affairs are not in fact under its control.

(e) Enhanced coordination in the work of United Nations Legal Advisers and legal liaison officers of the United Nations system

250. Seven meetings of the United Nations legal networks were organized and serviced during the biennium with the objective of enhancing the sharing, coordination and coherence of the legal advice across the United Nations system.

There are three networks: (i) Legal Advisers of the specialized agencies; (ii) Legal Officers of the United Nations funds and programmes; and (iii) Field Legal Officers serving with peacekeeping offices and special political missions.

Subprogramme 1
Provision of legal services to the United Nations system as a whole

(a) Provision of qualitative and timely legal advice, thus facilitating the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated

251. The Office of Legal Affairs has continued to provide timely responses on a broad range of issues, prioritizing matters according to importance and urgency: in the area of privileges and immunities 600 requests for advice were processed, while peacekeeping requests and requests relating to international criminal law exceeded 400 in both areas. The Office finalized legal instruments such as status of forces and status of mission agreements in a timely manner while maintaining the quality of such agreements. The Office addressed violations of international legal instruments promptly thereby effectively protecting the interests of the United Nations worldwide. Violations addressed during the period included those relating to upholding immunity from legal process in labour-related legal actions against the Organization; upholding staff members' immunity from legal process; upholding immunity from taxation of locally recruited personnel; arrests and detention of United Nations staff members; upholding immunity from military service obligations and upholding immunity from taxation on United Nations assets. The Office was also actively engaged in establishing the Special Tribunal for Lebanon. This entailed making preparations for the commencement of functioning of the Special Tribunal on 1 March 2009; for the swearing in of the judges, the Prosecutor, the Registrar and the Head of the Defence Office; and for the adoption of the Rules of Procedure and Evidence of the Special Tribunal.

Subprogramme 2
General legal services to United Nations organs and programmes

(a) Maximization of the protection of the legal interests of the Organization

252. As of the end of the biennium 2008-2009, there were no instances or cases in which, unless otherwise waived by the Office of Legal Affairs, the privileges and immunities of the United Nations have not been maintained in respect of all legal matters referred to the General Legal Division.

(b) Minimization of the legal liabilities of the Organization

253. As of the end of the biennium 2008-2009, the General Legal Division resolved claims against the Organization totalling more than $25 million for approximately $7 million, a reduction of actual liability from that claimed against the Organization of over 72 per cent. Thus, against a target of 35 per cent, actual liability incurred by the Organization was under 28 per cent of the amount of the claim of liability originally made against the Organization.

Subprogramme 3
Progressive development and codification of international law

(a) Progress in the formulation of legal instruments

254. During the biennium 2008-2009, the International Law Commission completed the first reading of the topics "Shared natural resources" and "Effects of armed conflicts on treaties and responsibility of international organizations". In addition, it made progress on the topics "Reservations to treaties", "Expulsion of aliens" and "Protection of persons in the event of disasters". Other important achievements of other legal bodies assisted by the Codification Division include the adoption of draft statutes of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal by the General Assembly and of the rules of procedure established by the respective Tribunals (General Assembly resolution 64/119). In its resolution 64/115, the General Assembly also took note of the document entitled "Introduction and implementation of sanctions imposed by the United Nations" emanating from the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization attached thereto.

(b) Wider appreciation and understanding of international law

255. Work to revitalize the United Nations Audiovisual Library of International Law culminated in the creation of the new United Nations Audiovisual Library via the Internet. It utilizes modern technology to provide the Organization with the capacity to provide high-quality international law training to an unlimited number of individuals and institutions around the world for free via the Internet. During the biennium, the Audiovisual Library was accessed in over 175 countries and territories. In addition, three other new websites were established bringing the total number of websites under the Division's management to 19. The Audiovisual Library was awarded the best website of 2009 by the International Association of Law Libraries. The subprogramme has continued to expand its desktop publishing programme to include some of its other legal publications in order to ensure the timely issuance of such publications. In addition, international law training activities included two International Law Fellowship Programmes with a total of 40 participants from primarily developing countries and countries with economies in transition.

Subprogramme 4
Law of the sea and ocean affairs

(a) Increased capacity of Member States and intergovernmental organizations for the uniform and consistent application of the United Nations Convention on the Law of the Sea and related agreements

256. The Office of Legal Affairs, through the Division for Ocean Affairs and the Law of the Sea, continues to contribute to the uniform and consistent application of the Convention on the Law of the Sea and the related agreements by providing more efficient assistance to the meetings of the United Nations and the Convention bodies concerned with the implementation of these instruments and by issuing the comprehensive annual report on oceans and the law of the sea and the annual reports on sustainable fisheries, and other publications. As a result, the number of States parties to the Convention and the agreements increased from 350 in 2007 to 375, which exceeds the target for the biennium. The number of intergovernmental

organizations and NGOs participating in the Informal Consultative Process remained steady at 102 in 2009. The expected accomplishment as measured by both indicators exceeded the target levels for the biennium.

(b) *Increased opportunities for States to derive benefits from the oceans and seas in conformity with the United Nations Convention on the Law of the Sea and the related agreements*

257. The Office of Legal Affairs facilitated States deriving benefits from the seas and the oceans by (i) continuing to provide efficient assistance to the Commission on the Limits of the Continental Shelf in discharging its mandate; and by (ii) offering a wide range of capacity-building activities. As a result of those activities, the number of submissions to the Commission grew from 15 in 2007 to 51 in 2009, which led to the increase in the number of meetings of the Commission from 116 in 2006-2007 to 260 in 2008-2009. Furthermore, the Division increased substantially the number of activities aimed at assisting States in the sustainable uses of the oceans and seas, the equitable and efficient utilization of their resources, the conservation of their living resources, namely 42 activities in 2008-2009, compared to 19 at the end of 2007, as well as 38 activities in 2009 aimed at increasing the cooperation relating to the conservation and sustainable use of marine living resources and, in particular, biodiversity, in areas beyond national jurisdiction, compared to 36 in 2007.

(c) *Increased cooperation of intergovernmental organizations in the work of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea*

258. Cooperation among intergovernmental organizations in the work of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea continued to increase over the biennium. The number of substantive contributions made by the intergovernmental organizations to the Secretary-General's annual reports to the General Assembly on oceans and the law of the sea, including special reports, grew from 69 in 2007 to 101 in 2009. The number of intergovernmental and non-governmental organizations actively participating in the discussions during the meetings of the Consultative Process also increased from 99 in 2007 to 201 in 2009.

(d) *Increased cooperation between intergovernmental organizations and the Division for Ocean Affairs and the Law of the Sea in the coordination on oceans-related issues*

259. The Division participates in the meetings of: United Nations Oceans, the inter-agency coordination mechanism on ocean and coastal issues within the United Nations system, as well as the Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection and the ad hoc ocean-related inter-agency groups and mechanisms. The Division also continued to carry out other joint activities with other intergovernmental organizations, for example, joint studies and responses to requests for assistance. In 2009, the Division participated in 29 joint activities compared to 28 in 2007.

Subprogramme 5
Progressive harmonization and unification of the law of international trade

(a) Contributions to the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws

260. The number of case law decisions based on UNCITRAL texts constitutes objective evidence of their practical use in business transactions. The number of cases communicated to the UNCITRAL secretariat shows a clear increase in the number of references to UNCITRAL texts in case law. It should also be noted that unfortunately not all cases are actually reported to the UNCITRAL secretariat by its network of national correspondents. At a meeting of national correspondents held on 16 July 2009, the national correspondents were encouraged to report more thoroughly on case law rendered in their respective countries based on UNCITRAL texts. Additional sources of information regarding judicial decisions referring to UNCITRAL texts are also being considered.

(b) Contributions to increased understanding of international trade law issues and reliance on UNCITRAL standards

261. The number of reported publications shows a steady flow of new publications discussing the work of UNCITRAL, as well as mentions of UNCITRAL in legal databases. Page views on the UNCITRAL website are an indirect but significant way of assessing the level of interest of the outside world in texts developed by UNCITRAL. The number of visitors has been steadily increasing over the past few years and has stabilized during 2009. The website is regarded worldwide as a prominent trade law source and is available in all six official languages of the United Nations. It should further be noted that the visitors' trend shows constantly increasing interest in pages in languages other than English.

(c) Improved coordination and cooperation among international organizations active in the field of international trade law

262. Actions included research and preparation of coordination papers, organization of and attendance at coordination and consultation meetings, resulting in greater awareness generally of work programmes and activities of relevant international organizations, identification of areas of mutual interest and of opportunities and need for enhancing coordination and cooperation efforts to avoid duplication and overlap. The specialized unit dealing with technical assistance and coordination took steps to identify and pursue opportunities for joint activities resulting in more activities and better focus.

(d) Facilitating the work of UNCITRAL

263. The positive ratings given by delegates to the Secretariat show a high level of satisfaction. However, the small number of replies received each year would suggest that delegates and observers of the Member States do not consider it crucial to evaluate specifically the UNCITRAL secretariat on the occasion of the Commission session. The overall satisfaction of the "clients" of the UNCITRAL secretariat is also reflected in letters of appreciation occasionally received throughout the reporting period.

Subprogramme 6
Custody, registration and publication of treaties

(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat

264. During 2008, five treaties were deposited with the Secretary-General, bringing the total number of treaties deposited with the Secretary-General to 544. No new treaties were deposited in 2009. In 2008-2009, 2,037 treaty actions were received for deposit with the Secretary-General, and 2,933 treaties and 1,823 treaty actions were registered with the Secretariat. Forty-six volumes of the United Nations *Treaty Series* were published during the biennium (86 in progress as at the end of 2009) and the statement on registered treaties was issued on a monthly basis except for October and November 2009; those statements were in progress as at the end of 2009. The website of the Treaty Section was frequently consulted, averaging 200,000 page views monthly. Some of the indicators were impacted by the migration of the section's database to a new platform.

(b) Promotion of broader State participation in the multilateral treaty framework

265. The number of actions undertaken during the biennium is within range, but on the low side. This is attributable to the fact that only five new treaties were deposited during the biennium. It is noted that we do not have the capacity to maintain statistics on individual States or regions and the status of their treaty participation with respect to individual treaties, groups of treaties or all treaties deposited with the Secretary-General.

(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat

266. Four Headquarters and four regional capacity-building training seminars were held in which 411 participants were trained. In addition, more than 1,000 online queries were received and answered with respect to technical and legal aspects. Some of the information on the website of the Treaty Section could not be updated for part of 2008 owing to the migration of the underlying database. The website was reopened in September.

(d) Increased respect for the international treaty framework

267. The training seminars at United Nations Headquarters and in the regions continue to receive very positive feedback from the participants and Member States. Many States are interested in hosting regional seminars, but funding continues to be the main issue. The Section continues to provide substantive advice to States, United Nations offices, specialized agencies and other treaty bodies on both depositary and registration-related information. Approximately 800 written advices were provided during the biennium (not including informal advices).

Section 9
Economic and social affairs

Highlights of programme results

268. The biennium saw the global financial and economic crisis and its serious impact on development which placed additional demands on the resources of the Department of Economic and Social Affairs. The Department responded quickly to the needs of Member States for an independent analysis of the crisis. The Department advanced the implementation of the internationally agreed development goals, including the Millennium Development Goals and advanced research and policy analysis of critical issues, including technology for combating climate change. The Department supported the Economic and Social Council Development Cooperation Forum (July 2008); the High-level Event on the Millennium Development Goals (September 2008); annual ministerial reviews on sustainable development (July 2008) and on global public health (July 2009); the Follow-up International Conference on Financing for Development (November-December 2008); the Conference on the World Financial and Economic Crisis and Its Impact on Development (June 2009); and the Summit on Climate Change (September 2009). The programme contributed to the entry into force of the Convention on the Rights of Persons with Disabilities, full endorsement of the United Nations Declaration on the Rights of Indigenous Peoples, and an action-oriented outcome on full employment and decent work. It provided crucial support for the implementation of the Secretary-General's campaign "UNiTE to End Violence against Women".

Challenges and lessons learned

269. In the biennium 2008-2009, the programme stepped up its efforts to strengthen the United Nations Development Agenda. Early planning and good communication were crucial in providing effective support to Member States. The sharing of information with other United Nations entities helped to identify opportunities for collaboration, contributing to enhanced policy coherence in the management of economic and social activities. The strengthening of the development pillar through additional staff resources further raised the expectations of Member States for a more effective and coordinated delivery of programmes in the social, economic and environmental fields.

Output implementation rate

270. The above-cited results are based on the implementation of 91 per cent of 3,016 mandated, quantifiable outputs.

271. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 9)).

Executive direction and management

(a) *Programme of work is effectively managed*

272. Continuous efforts have been made to ensure the timely delivery of outputs and services and effective and efficient use of resources. The Department achieved

an overall output implementation rate of 91 per cent (as compared to 92 per cent in 2006-2007). The budget utilization rate was 93.6 per cent (as compared to 96.1 per cent in 2006-2007). The Department remains committed to monitoring its programme performance on a regular basis. The slightly lower budget utilization rate reflects in part the additional resources approved by the General Assembly in its resolution 63/260 for the second half of the biennium in support of the development pillar.

(b) *Timely recruitment and placement of staff*

273. Owing mainly to a high number of unanticipated vacancies such as separation and other movements of staff, including temporary assignments, and partly to the process for filling the new posts under the development pillar, the vacancy rate for the biennium increased to 7.2 per cent (as compared to 4.8 per cent for 2006-2007). The average selection time for the biennium increased to 180 days (as compared to 161 days in the previous biennium).

274. The Department of Economic and Social Affairs will continue its effort to reduce the time for the selection process and take action in cooperation with the Office of Human Resources Management (for example, in the training of new programme case officers for the evaluation of candidates in Galaxy). The Department will also continue to circulate status of vacancies covering anticipated vacancies and those resulting from other movement of staff to all programme managers on a regular basis to assist in the timely planning and filling of vacancies.

(c) *Improved geographical representation and gender balance of staff*

275. The Department continues to make an effort to improve the geographical representation and gender balance of staff. The percentage of recruitment from unrepresented or underrepresented Member States is 21.2 per cent for the biennium. With regard to gender balance, the female representation as at the end of the biennium is 45.2 per cent at the Professional level and above. In the area of geographic representation, a systematic review of external candidates from unrepresented and underrepresented Member States will continue to be conducted by programme managers in all 60-day cases. With respect to gender balance, for 15- and 30-day cases, priority consideration in the selection decision will continue to be given to internal female candidates whose qualifications are equal to male candidates. For 60-day cases, a systematic review of all female candidates will continue to be done by programme managers with the objective to identify and give priority consideration to qualified female candidates.

(d) *Increased timeliness of submission of documentation*

276. In 2008, 226 official pre-session documents were slotted for submission. One hundred seventy-seven of these documents were submitted on time resulting in submission compliance of 78 per cent. This shows a 2 per cent increase of the compliance rate compared to 2007. In 2009, submission compliance further improved: 199 official pre-session documents were slotted for submission; 168 of these documents were submitted on time resulting in submission compliance of 85 per cent.

(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations Secretariat through the support of the Executive Committee on Economic and Social Affairs

277. The department participated in a number of meetings with other entities of the Executive Committee on Economic and Social Affairs to enhance policy coherence. Extensive use was made of videoconferencing technology and over 100 videoconferences were held during the biennium aimed at fostering collaboration with other entities of the Executive Committee. Consultations were held for the preparation of the 2010-2011 programme budgets and the 2012-2013 strategic frameworks to ensure consistency and avoid duplication of outputs. The Department has collaborated with other United Nations entities on the preparation of a number of reports, in particular its flagship reports, such as the *World Economic Situation and Prospects*, the Millennium Development Goals report and the report of the Millennium Development Goals Gap Task Force.

Subprogramme 1
Economic and Social Council support and coordination

(a) Strengthened role of the General Assembly and the Economic and Social Council in policy development, coordination and coherence to facilitate and monitor progress in implementing the internationally agreed development goals and in strengthening the linkage between policy and operational activities for development

278. During the biennium 2008-2009, the subprogramme continued to support the Economic and Social Council and the General Assembly as platforms for addressing some of today's most pressing development issues. The ECOSOC annual ministerial review provided a comprehensive, qualitative review of progress made towards the internationally agreed development goals, including the Millennium Development Goals, in particular those related to the theme of the review: sustainable development in 2008 and health in 2009. The 2008 Development Cooperation Forum served as an important nexus between political as well as normative dialogue and technical expertise. The General Assembly advanced a substantive, action-oriented dialogue, including on globalization and development, as well as human resources development. In 2009, preparations were advanced for the 2010 High-level Plenary Meeting of the General Assembly on the Millennium Development Goals to ensure a strong action-oriented outcome of the Summit.

(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system

279. The 2008 Development Cooperation Forum reviewed trends in international development cooperation, including strategies, policies and financing; promoted greater coherence among the development activities of different development partners; and strengthened the normative and operational link in the work of the United Nations. There was an increase in the contributions of the functional commissions to the work of the Council, particularly on the theme of the annual ministerial review. Instrumental to this was the practice of holding a meeting of the chairs of the commissions and the Bureau of the Council in January. Six commissions also included in their agendas for 2008 and 2009 an item on the theme of the annual ministerial review. Increased opportunities for interventions raised

NGO awareness of the work of the Council and the number of accredited NGOs rose.

(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development, including its enhanced interaction with the Security Council as mandated by the Economic and Social Council

280. The subprogramme enhanced the role of the Economic and Social Council through substantive and organizational services to the Council's Ad Hoc Advisory Group on Haiti and through its increased interaction with the Peacebuilding Commission. The Ad Hoc Advisory Group on Haiti produced a report to the Council (E/2009/105) following up its mission to Haiti in May 2009, which evaluated the current situation in the country and highlighted its post-conflict reconstruction challenges. The Council adopted resolution 2009/4 and made specific recommendations on some aspects of the report's findings. The Council also extended the mandate of the Haiti Group. The Council, in its resolution 2009/32, invited the Peacebuilding Commission to strengthen its cooperation with the Council, including through an enhanced dialogue between the Council and the chairs of the Commission's country-specific configurations.

Subprogramme 2
Gender issues and advancement of women

(a) Advancements in gender equality and the elimination of gender discrimination through support to and the promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women

281. The Division for the Advancement of Women established a database on violence against women, and produced the 2009 *World Survey on the Role of Women in Development*, focused on women's access to and control over financial and economic resources, including microfinance. The *World Survey* raised awareness of the impact of the economic and financial crisis on the implementation of the Beijing Platform for Action. (i) During the discussions of the Commission on the Status of Women at its fifty-second and fifty-third sessions, a total of 214 speakers — Member States and regional groups — reported actions to implement the Beijing Platform for Action. The target of 160 statements was exceeded by 33 per cent. (ii) The resolutions adopted during the sixty-second and sixty-third sessions of the General Assembly were analysed, and 29.9 per cent met the criteria, reaching the 25 per cent target. Most resolutions addressing gender equality were adopted by the Second and Third Committees.

(b) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres

282. The agreed conclusions adopted by the Commission of the Status of Women at its fifty-second session contributed to stronger commitments to gender equality in the Doha Declaration on Financing for Development. The agreed conclusions adopted at the fifty-third session contributed to advancing the policy agenda on equal sharing of responsibilities, including for caregiving in the context of

HIV/AIDS. During the general discussions of the Commission at its fifty-second and fifty-third sessions, a total of 195 speakers — Member States and regional groups — reported actions taken to implement the gender mainstreaming strategy at national or regional levels. The target has been exceeded by 200 per cent. During the biennium, 3,963 NGO representatives registered onsite to attend the session of the Commission. The target was exceeded by 98.15 per cent.

(c) Increased capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system

283. The Office of the Special Adviser on Gender Issues and Advancement of Women focuses on empowerment of women and gender equality, including in the area of Women, Peace and Security, and through the Focal Point on Women: (a) the Office acts as secretariat for the Inter-Agency Network on Women and Gender Equality. A partnership with the United Nations System Staff College on system-wide capacity-building towards more effective mainstreaming was established and a draft manual on gender mainstreaming was prepared. In response to questionnaires sent by the Office, 68 entities provided inputs to the 2008-2009 reports of the Secretary-General to the Economic and Social Council on gender mainstreaming; (b) in June 2008, there were 24 departments/offices with 20 or more Professional staff and less than 50 per cent women. Sixteen departments/offices increased the percentage of women in the Professional staff. The representation of women in the Secretariat is only 37.7 per cent.

Subprogramme 3
Social policy and development

(a) International debate and agreements facilitated on major social development issues on the agendas of the United Nations intergovernmental processes

284. Through its facilitation of intergovernmental processes, the subprogramme contributed to building consensus among Member States and strengthened the international debate on promoting full employment and decent work and social integration, with particular emphasis on older persons, youth, families and persons with disabilities. Major achievements: a first negotiated and action-oriented policy outcome on full employment and decent work; resolutions adopted on the social dimensions of NEPAD; older persons and youth, mainstreaming disability in the international development agenda; full endorsement of the United Nations Declaration on the Rights of Indigenous Peoples; adoption of full employment and decent work for all as a theme for the second decade for poverty eradication and of a system-wide plan of action in support of the decade; adoption of the International Year of Cooperatives.

(b) Strengthened capacity of Member States and of civil society to develop and implement social programmes and policies

285. The initiative that began during the previous biennium to include capacity-building activities in the context of advisory missions was further developed and strengthened: almost every advisory mission conducted now includes a training aspect. Regional workshops provided capacity-building to personnel from a number of countries simultaneously, allowing them to share experiences and benefit from

mutual learning. The subprogramme also increased efforts to partner with the regional commissions and with the funds, programmes and specialized agencies of the United Nations system. With 75 ratifications and 143 signatories to the Convention on the Rights of Persons with Disabilities, Member States have started to incorporate its goals and objectives in formulation of policies and programmes, relating to the rights of persons with disabilities and mainstreaming disability in development.

(c) Better understanding and awareness by Governments, civil society and the private sector of issues of social development

286. The subprogramme's website registered 3.1 million visits during 2008-2009, thereby exceeding the target of 2.5 million visits. The active provision of online documentation and information plays a critical role in both the servicing of the intergovernmental machinery and in the promotion of the work and objectives of the organizations in the field of social development. Utilization of the online-pre-registration system allowed to pre-register 502 NGO participants for the Commission for Social Development, 2,932 participants for the Permanent Forum on Indigenous Issues and 217 for the Conference of State Parties to the Convention on the Rights of Persons with Disabilities. The high number of stakeholder events contributed to promoting cooperation, knowledge on social development and indigenous issues and networking among United Nations system agencies, Governments, civil society and indigenous people.

Subprogramme 4
Sustainable development

(a) Effective review of and agreement on key sustainable development challenges and priority actions of the multi-year programme of work to advance implementation in the areas of agriculture, rural development, drought, desertification and Africa, including related cross-cutting issues

287. The subprogramme continued to provide substantive and technical support to the Commission on Sustainable Development, during its review session (sixteenth session) and policy session (seventeenth session) for an effective review, discussion and agreement on the implementation of sustainable development actions on the thematic cluster for the third implementation cycle. The Division for Sustainable Development supported the organization of regional implementation meetings and several Government-led intersessional meetings. Delegates' and other major stakeholders' interventions made during the sixteenth and seventeenth sessions of the Commission, as well as meetings and informal talks the Division held with delegates suggested that there was significant satisfaction with the support provided. Strong satisfaction was also expressed by members of the Bureau of the Commission, as well as participants at the partnership fair, the Learning Centre and the dialogue sessions of major groups.

(b) Increased availability of information on policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels

288. The subprogramme continued to ensure that up-to-date information was made available to the public on the activities of the Commission, follow-up to the

Johannesburg Plan of Implementation, and major sustainable development issues. The Division for Sustainable Development webcasts enabled the public at large to follow the deliberations of the Commission. The target of the subprogramme for the biennium 2008-2009 was set at the level of 2 million visits and downloads; the target was already surpassed in 2008 when visits recorded were 2,525,976. Analysis of recent data on website visits shows that in early 2009 an average of 7,000-10,000 visits per day was recorded. Member States' inputs into databases of 138 case studies on partnerships, best practices and lessons learned in 2008 was registered for the sixteenth and seventeenth sessions of the Commission.

(c) Enhanced technical, human and institutional capacities of developing countries and countries with economies in transition to implement actions and national strategies for sustainable development in energy, water and natural resources

289. The subprogramme provided technical and substantive assistance to developing countries and countries with economies in transition. The target of 92 per cent of countries expressing satisfaction (or greater) was achieved; 92 per cent of participants rated the quality of the capacity-building services provided, including expert group meetings, workshops and study tours, as "excellent". This was established through feedback from the participants and project beneficiaries reflecting appreciation of the services and the assistance provided. Over the period under consideration, the Division achieved its target for technical assistance and capacity-building as 620 national experts benefited from the capacity-building efforts, close to a threefold achievement above the target of 230 experts that was set for the biennium.

Subprogramme 5
Statistics

(a) Strengthened global statistical system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators

290. The development of both performance indicators is positive. The number of participants in the sessions of the United Nations Statistical Commission has increased, reflecting strong interest by Member States to participate in the decision-making process for the global statistical system. Foundations for future methodological developments and for statistical capacity-building efforts are laid at the annual Statistical Commission meetings. Collaborative efforts to improve coordination with other international agencies and partners have also increased, especially in the important area of effective data exchange (Millennium Development Goals indicators and other data) and monitoring of data quality.

(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme

291. Both indicators far exceed the targets set, reflecting a significant increase (27.8 per cent) in the number of requests for statistical data satisfied and 43 per cent in the number of visits to the subprogramme's webpage. This reflects not only an increased interest of all users (government, international organizations, research institutes, private sector and the general public) in the products of the Statistics

Division, but an increased capability of the division to effectively meet this demand. The division's strategy to put the website at the centre of its interaction with clients/users has proven correct, as it has the biggest growth potential. The launch of the innovative web-based data access system "UNdata" accounts for much of the significant increase in satisfied data requests.

(c) *Strengthened capacity of developing countries, in particular the least developed countries, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields to produce quality data for policymakers and the public in general*

292. The initial data point to a very high satisfaction rate with the capacity-building efforts of the subprogramme. In a standard follow-up survey, 80 per cent of the participants of workshops confirmed real impact, by certifying that training materials were subsequently used and recommendations were implemented. This clearly exceeds the target set at 70 per cent.

Subprogramme 6
Population

(a) *Effectively facilitated review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the outcome of the twenty-first special session of the General Assembly*

293. The subprogramme met its target of 100 per cent of the documentation submitted on time to both sessions of the Commission on Population and Development. Delegations made complimentary references to the documentation and substantive servicing of the Commission by the Population Division. Regarding impact, the United States delegation stated that the Population Division continued to play an absolutely essential role as a source of policy-neutral population expertise — with products that were widely used by diverse stakeholders. Brazil considered that the Population Division data was crucial for the elaboration of comparative analyses among countries and regions. The Sudan, speaking on behalf of the Group of 77 and China, commended the Population Division for its work in the implementation of the Programme of Action of the International Conference on Population and Development.

(b) *Enhanced awareness of new and emerging population issues and increased knowledge and understanding, at the national level, particularly in the areas of fertility, mortality, migration, HIV/AIDS, urbanization, population growth and population ageing*

294. There was strong interest in the Population Division briefings held for delegations in 2008 and 2009. At the request of the groups concerned, the usual briefings for all delegations on the annual sessions of the Commission on Population and Development were supplemented by briefings for European Union members and associated States, and members of the Group of 77. The Population Division organized three briefings on the Global Forum on Population and Development. Government officials visited the Division from the following countries and intergovernmental organizations: Australia, Bangladesh, Belgium, Cape Verde, the European Parliament, Israel, Italy, Jordan, Mexico, Morocco, the Netherlands,

Qatar, Saudi Arabia, the Sudan, Sweden, Switzerland and the United States. The number of Government officials who visited the Division or received briefings is estimated at 200, more than double the target level.

(c) Improved accessibility and timeliness of population information and data for use by Member States, civil society and academia

295. The number of subscribers to the e-mail alerts service grew by over 20 per cent, a little better that the target level. In order to keep a running record of the usage of Population Division data in the media, the Population Division has created a blog. The information is essentially based on Google News alerts and has several biases. Nevertheless the blog provides examples of how Population Division data is used in news and opinion features throughout the world.

Subprogramme 7
Global development trends, issues and policies

(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic issues, in particular in the context of advancing the internationally agreed development goals agreed upon at the major United Nations conferences and summits, including the Millennium Development Goals

296. The subprogramme's analytical outputs strengthened the debate in the General Assembly and the Economic and Social Council by providing unbiased analyses of development issues and policies. The main outputs in 2008-2009 were the *World Economic and Social Surveys*; the *Reports* and *Policy Notes* of the Committee for Development Policy; the *Handbook on the Least Developed Country Category: Inclusion, Graduation and Special Support Measures*; the reports of the Millennium Development Goals Gap Task Force; the reports of the Secretary-General on the integration of the economies in transition into the world economy; on unilateral sanctions against developing countries; and on development cooperation with middle-income countries. Their impact was reflected by 28 related resolutions and decisions of the General Assembly and the Economic and Social Council. They also served as background materials for discussions of economic development issues in the Assembly, the Council and international conferences, and were cited in related Secretary-General's reports and notes.

(b) Improved dialogue on the world economic situation, including fostering a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries

297. The subprogramme's analytical outputs strengthened the dialogue on the world economic situation in the General Assembly and the Economic and Social Council. The main outputs were the 2008 and 2009 World Economic Situation and Prospects, joint reports by the subprogramme with inputs from the Department of Economic and Social Affairs/Financing for Development Office, UNCTAD and the regional commissions. Their impact is partially reflected in the two Economic and Social Council sessions in 2008 and 2009 dedicated to discussing their mid-year updates (E/2008/57 and E/2009/73), where they were commended for diagnosing early on the factors causing the global economic crisis, and its impact on developing countries. Content from the World Economic Situation and Prospects, its mid-year

and monthly updates, and the subprogramme's global vulnerability monitor is regularly incorporated into speeches by the Secretary-General and other United Nations officials, and cited in a number of Secretary-General's reports and notes.

(c) *Strengthened capacity of developing countries to integrate macroeconomic and social policies in national development strategies, including through better understanding of mechanisms to cope with economic insecurity and to make macroeconomic stabilization compatible with long-term poverty reduction*

298. In 2008, the Development Policy and Analysis Division finalized a capacity-building project on assessing development strategies to achieve the Millennium Development Goals in 18 Latin American and Caribbean countries. A similar project will be finalized by early 2010 in five Arab States, and later that year in four Asian and three African countries. A joint project with ECLAC on the implications of macroeconomic policy, external shocks and social protection systems was finalized in 2009 in seven Latin American and Caribbean countries. For the ongoing project on graduation strategies for least developed countries in Asia and Africa, surveys were conducted in 2009 with development partners to assess the use of international support measures for least developed countries, generating inputs for the project's information portal, and for the review process of the Programme of Action for Least Developed Countries.

Subprogramme 8
Public administration, finance and development

(a) *Enriched dialogue on improved understanding of issues related to public administration, participatory governance, capacity-building and promotion of professionalism and ethics, and knowledge management for development*

299. The positive impact can be evidenced by at least seven references/recommendations/decisions contained in reports/resolutions to intergovernmental bodies, including General Assembly resolution 63/202 on information and communication technologies for development and resolution 64/186 on building connectivity through the Trans-Eurasian Information Super Highway; Economic and Social Council resolutions 2008/32 and 2009/18, adopted in connection with the report of the Committee of Experts on Public Administration on its seventh and eighth sessions respectively; proceedings of the Second Committee panel entitled "Post-conflict State capacity: reconstructing public administration"; the Secretary-General's report to the Economic and Social Council on the steps to enhance cooperation in the implementation of the Tunis outcomes of the World Summit on the Information Society (see E/2009/92) and the report on the assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society (A/64/64-E/2009/10) (see http://www.unpan.org/IMDIS-2008-2009).

(b) *Enhanced knowledge and improved exchange of innovations and good practices in the area of public administration, participatory governance and knowledge management for development*

300. There were 127,399,529 page views and 20,995,994 document downloads from the United Nations Public Administration Network (UNPAN). UNPAN was enhanced with a "facelift" and advanced web technologies since 1 May 2008,

making it more comprehensive and user-friendly. The UNPAN Online Training Centre continued to make courses freely available and enrolments increased by more than 230 per cent from the previous biennium. The subprogramme organized and supported two United Nations public service award ceremonies and subsequently carried out two capacity-development workshops on promoting innovative practices and methodologies for better public administration, which benefited over 400 participants from all regions worldwide. The success of this accomplishment was further substantiated by 46 letters of appreciation commending the subprogramme for the enhanced knowledge exchange and sharing. (See http://www.unpan.org/IMDIS-2008-2009.)

(c) Enhanced capacity of national Governments to strengthen participatory governance, professionalism and accountability in the public sector for improved performance, including through the use of information and communication technologies

301. The success towards enhanced capacity of national Governments is evidenced by 27 methodological/technical recommendations. Significant outputs include Meter II, an online tool which enables Governments to identify their perceived strengths and areas that need improvement within their e-government enabling environment, thereby providing better public service delivery; a Transfer and Adaptation of Innovations in Governance Guide; and an online Glossary on Public Administration. At the request of Member States, 60 advisory missions were undertaken in 32 countries to further strengthen the capacity at the local and national levels, particularly in the areas of human resources development, e-government development and citizen engagement. The subprogramme continued successful backstopping of technical cooperation projects. Some 21 capacity-building training workshops were attended by 230 funded participants from 50 developing countries. (See http://www.unpan.org/IMDIS-2008-2009.)

Subprogramme 9
Sustainable forest management

(a) Effective international dialogue on sustainable forest management and facilitation of the implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on all types of forests

302. The subprogramme contributed to sustainable forest management by promoting international dialogue and agreements on forests. The number of decisions, and other outcomes of intergovernmental bodies, that were based on policy options proposed by the subprogramme increased by 55 per cent. Most notable of the decisions is the launch of the "facilitative process" on forest financing to assist countries in mobilizing funding from all sources and the resolution on "Forests in a changing environment, enhanced cooperation and cross-sectoral policy and programme coordination". Subprogramme 9 also contributed to negotiations within the United Nations Framework Convention on Climate Change, the Convention on Biological Diversity and the United Nations Convention to Combat Desertification and to furthering the work on the implementation of the non-legally binding instrument on all types of forests, including through assisting country-led initiatives organized around key issues of the Instrument.

(b) Enhanced monitoring, assessment of and reporting on internationally agreed actions on progress towards the implementation of sustainable forest management

303. The subprogramme completed several major reports on the implementation of the non-legally binding instrument for the sustainable management of all types of forests, the progress towards the Global Objectives on Forests; on the activities of relevant forest-related regional entities and on the Member States' positions on key questions related to forest finance. The analyses of those reports constituted the basis for the reports of the Secretary-General for the eighth session of the Forum and the subsequent resolutions on forest financing and forests in a changing environment.

(c) Improved international cooperation, collaboration and coordination on forests through more effective means of implementation and better knowledge management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests

304. The subprogramme facilitated increased international cooperation and coordination on forests through servicing the Collaborative Partnership on Forests and participation in all seven Joint Initiatives of the Collaborative Partnership on Forests. It also led a new initiative on forest financing; launched a special collaboration with the secretariat of the Convention on Biological Diversity as well as several regional forest-related entities; and continued to support the coordination with major group focal points. The subprogramme also developed multiple proposals for technology transfer and capacity-building, and contributed to collaborative efforts with other United Nations entities in the field of peacebuilding and crime prevention.

Subprogramme 10
Financing for development

(a) Effective multi-stakeholder monitoring of the implementation of and follow-up to the Monterrey Consensus and related outcomes

305. The 2008-2009 target of 28 major inputs from stakeholders to the annual assessment of the Monterrey Consensus implementation was outperformed by 58. This higher output was achieved owing to the multi-stakeholder preparation of the Follow-up International Conference on Financing for Development. In the follow-up process, substantive inputs from the World Bank, IMF, the World Trade Organization (WTO), UNCTAD and UNDP, annual communiqués of the Development Committee and the International Monetary and Financial Committee, as well as ministerial declarations of the Group of 77 and China, served as major inputs to the annual reports for the General Assembly (A/63/179 and A/64/322) and the Economic and Social Council (E/2008/7 and E/2009/48) and thus contributed to the effective multi-stakeholder monitoring of the implementation of the Monterrey Consensus.

(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination

306. The 2008-2009 target of 26 major resolutions, presidential summaries, communiqués and declarations on conference follow-up and coordination was

outperformed by two major intergovernmental agreements. The first, the Doha Declaration on Financing for Development, adopted at the Follow-up International Conference on Financing for Development, went beyond the six chapters of the Monterrey Consensus as it addressed new and emerging issues (see General Assembly resolution 63/239). The second, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development, set forth a global consensus on the causes, impacts and responses to the crisis, prioritized the required prompt, decisive and coordinated actions and defined a clear role for the United Nations (see General Assembly resolution 63/303).

(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process to ensure proper follow-up to the implementation of agreements and commitments reached at the International Conference on Financing for Development

307. The subprogramme achieved its target set for the period 2008-2009 of 26 major multi-stakeholder events on financing for development. The 2008 events were held in preparation for the Follow-up International Conference on Financing for Development, including: six informal review sessions of the General Assembly on the six thematic areas of the Monterrey Consensus; five regional consultations; and two hearings of civil society and the business sector. The 2009 events featured the Interactive Thematic Dialogue of the General Assembly (New York, 25-27 March 2009), held in preparation for the Conference on the World Financial and Economic Crisis and Its Impact on Development. Other multi-stakeholder consultations, workshops and seminars were held in follow-up to the two conferences.

Section 10
Least developed countries, landlocked developing countries and small island developing States

Highlights of programme results

308. International support to address the special needs and concerns of the least developed countries, landlocked developing countries and small island developing States increased as a result of increased awareness by Member States and international organizations of the developmental challenges confronted by these groups of countries.

309. With regard to the least developed countries, that achievement was largely due to the efforts associated with the preparations for the Fourth United Nations Conference on the Least Developed Countries to be held in Turkey in 2011. The United Nations system-wide preparatory process was launched in March 2009. The Office developed the road map and conceptual framework for the assessment of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (Brussels Programme of Action) and the substantive elements for the new global framework for partnership in support of least developed countries.

310. By December 2009, 16 countries provided more than 0.1 per cent of their gross national income as official development assistance to least developed

countries. Advocacy efforts also focused on the implementation of the Almaty Programme of Action and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (Barbados Programme of Action).

311. These efforts resulted in raised awareness of the special needs of the landlocked developing countries and small island developing States in the context of global development. Recently, the increasing debate on climate change provided another opportunity to bring the concerns of the three most vulnerable groups of countries to centre stage.

Output implementation rate

312. The above-cited results are based on the implementation of 89 per cent of 96 mandated, quantifiable outputs.

313. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 10)).

Executive direction and management

(a) Programme of work is effectively managed and supported by staff and financial resources

314. The Office effectively implemented planned outputs and services in a timely manner. The Office reached 86 per cent in the delivery of outputs and services. The delivery percentage could have been 100 per cent if the legislative bodies had not decided to reschedule some of the activities related to subprogrammes. The Office continued to make good use of its resources, although the goals for recruitment and placement of staff could not be met. However, considerable efforts to speed up those processes were made. The Office also encouraged senior management to participate in United Nations training programmes related to staff management and recruitment.

(b) Increased awareness of special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations

315. Through continued focused advocacy it was possible to keep the concerns of the three most vulnerable groups of countries high on the international agenda. The ministerial declaration on the food crisis at the time of UNCTAD XII is a good example. The outcome document of the Follow-up International Conference on Financing for Development and the outcome document of the Conference on the World Economic and Financial Crisis and Its Impact on Development recognized and reconfirmed the special situation of these three groups of vulnerable countries and called for global action to address their needs. Also, a number of General Assembly resolutions contained decisions to strengthen United Nations system activities in favour of these three groups of countries.

Subprogramme 1
Least developed countries

(a) Continued commitments to the goals and targets of the Brussels Programme of Action

316. Least developed country representatives have been increasingly active in international forums, including the meetings of the Economic and Social Council, deliberations of the General Assembly, especially in the Second Committee, international meetings organized by different United Nations agencies, and WTO negotiations, among others. In addition, at least 20 declarations, resolutions and decisions that were issued during 2008 and 2009 included specific measures in favour of least developed countries. This increase was attributable to enhanced national negotiating capacities of least developed countries in a number of areas. Brussels Programme of Action commitments have been supported by the Office's activities related to capacity-building.

(b) Increased international resources in support of the objectives, goals and targets of the Brussels Programme of Action

317. The number of Development Assistance Committee countries providing 0.1 per cent of gross national income or more as overseas development assistance to least developed countries increased from 13 in 2007 to 16 in 2008. By March 2009, 45 least developed countries were participating in the Enhanced Integrated Framework. Diagnostic Trade Integration Studies and validation workshops had been completed for 30 of them. Thirteen least developed countries were in the earlier stages of this process. Preferential market access also slightly improved but mattered little owing to its low utilization and the continued erosion of preference.

(c) Enhanced coordination with United Nations entities and other international and multilateral organizations to ensure integrated follow-up and implementation of the Brussels Programme of Action at the national, regional and global levels

318. National focal points of all 49 least developed countries were invited to capacity-building workshops and received support in the preparation of national reports on the implementation of the Brussels Programme of Action for the Fourth United Nations Conference for the Least Developed Countries, in close collaboration with UNDP and the regional commissions. Seminars and workshops were organized in collaboration with the United Nations Industrial Development Organization (UNIDO), the United Nations University, UNCTAD, the Office of the Special Adviser on Africa, the World Bank, the Alliance of Small Island States and the Inter-Parliamentary Union on topics ranging from the impact of the financial crisis and climate change on least developed countries to improving trade facilitation. Enhanced coordination with United Nations entities and other international and multilateral organizations contributed to ensuring integrated follow-up and implementation of the Brussels Programme of Action at the national, regional and global levels. It especially supported least developed countries in formulating their vision for a renewed partnership towards sustainable development.

Subprogramme 2
Landlocked developing countries

(a) Timely and enhanced implementation of the Almaty Programme of Action to establish efficient transit transport systems and reduce trade transaction costs

319. The 2008 General Assembly midterm review assessed that notable progress had been achieved by landlocked developing countries and their transit neighbours with the support of their development partners in the implementation of the Almaty Programme of Action. The most striking feature of the progress towards the implementation of the Almaty Programme of Action since 2003 has been the stronger engagement of development partners with respect to transport infrastructure development and trade facilitation, as well as aid, debt relief and market access. For example, duty-free treatment was granted by developed countries to an average of 94 per cent of total imports, excluding arms, originating from landlocked developing countries, up from 80 per cent in 2000. Contributions to the reports of the Secretary-General showed that well over 250 specific actions were implemented during the biennium.

(b) Increased international resources in support of addressing the special needs of landlocked developing countries

320. Seven landlocked developing countries received more than 10 per cent of their total official development assistance for transport, storage and communications sectors in 2006 (statistics for 2008 will only be available in 2010). Higher official development assistance in the transport and communications sectors enhanced the ability of landlocked developing countries to finance investments in long-term infrastructure maintenance and development projects. Ten landlocked developing countries had reached completion point in 2009 within the Heavily Indebted Poor Countries Initiative. Such progress allowed for increased resources to be redirected from debt servicing to priority public expenditure projects.

Subprogramme 3
Small island developing States

(a) Increased international support for the implementation of the Mauritius Strategy

321. United Nations and other international organizations continued to highlight issues related to the sustainable development of small island developing States, especially regarding the effects of climate change, a major threat to the survival of those States. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States organized a seminar on countering climate change vulnerabilities in partnership with the Alliance of Small Island States and the Dag Hammarskjöld Foundation. The Alliance of Small Island States Summit on Climate Change, held in September 2009, adopted the Alliance of Small Island States Climate Change Declaration 2009 as its outcome.

(b) Enhanced inter-agency collaboration and partnerships in support of the small island developing States

322. A number of events were organized with the purpose of strengthening collective negotiating capability of small island developing States on key issues,

such as climate change. Workshops on pacific connectivity increased cooperation and coordination among key partners such as UNDP, ESCAP, the World Bank and the private sector were organized. A partnership forum with the United Nations Framework Convention on Climate Change was organized. World statistic pocketbooks and newsletters on small island developing States were prepared. The Office substantively and logistically contributed to the organization of the Alliance of Small Island States. All these activities contributed to increased advocacy in favour of small island developing States.

Section 11

United Nations support for the New Partnership for Africa's Development

Highlights of programme results

323. At the global level, the international community's support for the implementation of NEPAD was reinforced by the holding of the General Assembly High-level Meeting on Africa's Development Needs on 22 September 2008 that brought together Member States, civil society organizations, intergovernmental organizations, United Nations system agencies, funds and programmes, as well as the Bretton Woods institutions, WTO, the regional development banks, UNCTAD, and representatives of the private sector in Africa. The High-level Meeting concluded by adopting by consensus a political declaration (General Assembly resolution 63/1), which conveyed a strong signal of Africa's commitment to its future; and the renewal of the international community's support for Africa's development. The outcome of the meeting was presented to several global forums, including the High-level Event on the Millennium Development Goals on 25 September 2008 and the Africa Partnership Forum in November 2008.

324. At the regional level, the regional consultation mechanism process has been enhanced and strengthened as evidenced by the increased number of participants and level of participation and enhanced interaction within and among clusters. Furthermore, clusters are increasingly involving the African Union Commission, the NEPAD Planning and Coordinating Agency, the African Development Bank and the regional economic communities in their activities and aligning their plans with the priorities of African regional and subregional organizations.

325. Both the High-level Meeting on Africa and the High-level Event on the Millennium Development Goals generated significant media coverage, assisted by the promotional campaigns of the Department of Public Information. Analysis of the coverage found that 758 articles were published in 57 countries, almost a quarter of them in Africa, and with Africa's issues covered in almost half of all articles. Beyond the broad audiences normally reached by the Department of Public Information quarterly magazine *Africa Renewal/Afrique renouveau* and its associated website, the Department's Africa Section succeeded in arranging the publication in print and electronic media of 1,310 short feature articles derived from the magazine.

Challenges and lessons learned

326. The main challenge at the end of 2009 is to ensure that the international community fulfils its commitments to Africa, while grappling with the negative effects of the global economic and financial crisis, exacerbated by the impact of the food and energy crisis and climate change. The Office of the Special Adviser on Africa had to reformulate some activities during the biennium in order to adapt to new priorities and challenges, such as the global economic and financial crisis. At the regional level, a major challenge is to engender even greater commitment and actions on the part of participating United Nations system agencies and on the part of African regional and subregional organizations. The successful outreach of the public information activities of the Department of Public Information Africa Section is constrained, in part, by its limited capacities, but these can be overcome through better targeting of its audiences, greater use of the Web and other electronic information tools.

Output implementation rate

327. The above-cited results are based on the implementation of 94 per cent of 117 mandated, quantifiable outputs.

328. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 11)).

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

(a) *Increased international community support to Africa's development, in general, and to NEPAD in particular*

329. The biennium has witnessed increased international community support to Africa's development and to NEPAD. Twenty-two out of the 25 recommendations (or 88 per cent) in the report of the Secretary-General on Africa's development needs (A/63/130) were incorporated into the political declaration on Africa's development needs (General Assembly resolution 63/1), signifying the endorsement by Member States of the recommendations of the report. The number of United Nations system activities in support of Africa's development increased to 138 during the biennium, which is just above the target value of 135. During the biennium 2008-2009, the number of forums addressing South-South cooperation has increased from the baseline value of four to meet the target of six set for the end of 2009, which is another reflection of the increasing support of the international community to Africa.

(b) *Improved United Nations coordination in providing support to African development with the attainment of the Millennium Development Goals*

330. United Nations system coordination in providing support to Africa's development has further improved. The number of joint activities undertaken by the United Nations system in support of Africa's development has increased from the baseline value of 35 to 45 as of 31 December 2009, which is above the target value of 40 activities. Furthermore, a noteworthy achievement in improving coordinated

United Nations support to Africa's development was the strong engagement of the United Nations system departments, funds, programmes and agencies in preparations for the General Assembly High-level Meeting on Africa's Development Needs through the Inter-Agency Task Force on Africa convened by the Office of the Special Adviser on Africa. This coordinated response was demonstrated in both the inputs provided for the Secretary-General's comprehensive report as well as the 15 side events co-organized by the various agencies, departments and organizations on 22 September 2008.

(c) *Increased international awareness of Africa's development issues*

331. The average number of daily visits to the Office of the Special Adviser on Africa website has exceeded the target values throughout the biennium, reaching 542 visits per day in December 2008 and 795 visits in December 2009, which was considerably above the target number of 300 visits per day. This increase reflects growing interest in Africa's development issues. The number of daily visits peaked during the months of October and November 2008 following the General Assembly High-level Meeting on Africa's Development Needs, which is an indication that the holding of the High-level Meeting managed to create increased international awareness of Africa's development issues, as well as interest in the work done by the United Nations in support of Africa.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

(a) *Enhanced coherence, coordination and cooperation among United Nations agencies in support of the implementation of NEPAD at the regional and subregional levels*

332. The regional consultation mechanism process has gained momentum. The number and level of participation at regional consultation meetings has increased (197 participants at the ninth meeting and 193 participants at the tenth meeting). Cluster activities are having tangible impact on the African Union and its NEPAD programme: for example, the African Committee of Experts on the Rights and Welfare of the Child; activities on internally displaced persons; inter-agency meetings on coordination and harmonization of HIV/AIDS, tuberculosis and malaria policies and strategies; the Comprehensive Africa Agriculture Programme; and science and technology policies are good examples of strong interactions, strengthened coordination and collaboration between regional consultation mechanism clusters on the one hand and between the latter and relevant departments of the African Union Commission on the other. The establishment of the knowledge-networking platform in July 2008 enabled e-discussion around the regional consultation mechanism thematic areas for increased coordination and collaboration. Subregional coordination mechanisms are being established in Central, East and Southern Africa bringing together United Nations system organizations and the regional economic communities for the effective implementation of NEPAD at the subregional level.

(b) Improved cooperation and coordination between United Nations agencies and the African continental organizations (African Union, African Development Bank and the regional economic communities) for the effective implementation of NEPAD at the regional and subregional levels

333. The participation of the African Union Commission and regional economic communities in the regional consultation mechanism has increased. Most participants felt that the tenth regional consultation meeting was successful in terms of its organization and the quality of its discussions. The regional consultation mechanism enhanced the coordination of United Nations agencies in support of Africa's development at the regional and subregional levels; strengthened cooperation between the United Nations and African regional organizations; increased institutional support to African Union Commission, NEPAD Planning and Coordinating Agency and the regional economic communities and increased advocacy for NEPAD. ECA regularly holds consultations with and attends meetings of the NEPAD Planning and Coordinating Agency and vice versa. Major meetings of ECA and the African Union Commission are organized jointly by both organizations (annual statutory meetings, African Development Forum). Advocacy and support for NEPAD at national, regional and global levels have increased.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

(a) Improved quality and timely issuance of Africa Renewal *and* Afrique Renouveau

334. One indicator of the quality of *Africa Renewal* magazine lies in the extent to which its articles are published by the major media worldwide. In 2008, the Africa Section produced 26 short feature articles whose format and length were suitable for publication in the mass media. In 2008, these articles were published 578 times, in 245 different print and electronic media. This represents an increase in the number of "pick-ups" of similar stories, compared with 2007 when 374 pick-ups were recorded, and also an increase in the number of different media in which the articles appeared, up from 191 in 2007. In 2009, the Section produced 31 short feature articles whose format and length were suitable for publication in the mass media. In 2009, these articles were published 732 times, in 255 different print and electronic media. The expected accomplishment was fully met in 2008, and partially met in 2009.

(b) Enhanced awareness of key thematic issues covered by the information materials produced by the subprogramme, both in print and on the website

335. In December 2009, the Department tabulated the results from the audience survey that it had sent out to readers during the biennium period. Overall, the results indicated that the expected accomplishments were fully met. The results showed that a higher percentage (89 per cent compared to the target of 65 per cent) of the target audience indicated awareness of the key thematic issues and the aims of NEPAD. According to the results, the percentage of respondents expressing "yes, very much" and "yes, somewhat" to the question: "Do you understand more about Africa's priority issues from reading *Africa Renewal*?" was 89 per cent.

(c) *Enhanced awareness of the target audience of the basic aims of NEPAD*

336. The assessment of most of the subprogramme's expected accomplishments was made on the basis of an audience survey that is carried out every two years. An analysis of the results of the survey for the 2008-2009 biennium showed that the expected accomplishment, which called for enhanced awareness of the target audience, was fully met. According to the survey results, the percentage of respondents answering "yes, very much" and "yes, somewhat" to the question: "Are you aware of the basic aims of the NEPAD?" was 74 per cent, a better performance than the 65 per cent target audience achieved in the previous biennium.

Section 12
Trade and development

Highlights of programme results

337. In 2008, the twelfth session of the United Nations Conference on Trade and Development adopted the Accra Declaration and also the Accra Accord, which reaffirmed the role of UNCTAD as the focal point of the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development.

338. In addition to progress on implementing the Accra Accord, during the biennium, UNCTAD addressed many emergent issues such as the food, energy and financial crises through its publications, meetings and events. For instance, many delegations expressed their appreciation of the annual *Trade and Development Report* and the *Least Developed Countries Report 2009*, which were perceived as providing useful, relevant and timely data, analyses and ideas on policy options with regard to the mobilization of resources for development, as well as the causes, impacts and the necessary policy responses to the global crisis.

339. Several delegations also welcomed the research on climate change, particularly on renewable energy. On other fronts, progress was made through various UNCTAD initiatives in strengthening the capacity of 22 developing countries to integrate commodity production and trade into development, including through facilitating participation in commodity supply/value chains.

340. The Ezulwini Declaration, adopted at the Third Meeting of Trade Ministers of Landlocked Developing Countries in 2009, was prepared by a core group of landlocked developing countries in cooperation with the UNCTAD Special Programme for this group of countries. The Declaration highlights the concerns of those countries, provides clear guidance for activities in the near future and calls on their development partners for continued assistance.

Challenges and lessons learned

341. In 2009, the economic, financial and environmental crises dominated parliamentary and technical assistance activities. A key challenge was to help countries to avoid responding to the crises with measures that perpetuate economically, socially and environmentally unsustainable production and consumption patterns. Improved coordination and feedback between research and analysis and technical assistance activities are needed to enhance synergies and contribute towards better integrated assistance to beneficiary countries. The

increasing complexity of debt management has created a need for additional analysis and support, especially in the area of domestic debt. Full involvement of beneficiary regions and countries in their respective projects through co-sharing engenders ownership of the interventions from the beginning, and contributes towards their successful implementation. Increased assistance is required for commodity-dependent developing countries to mainstream commodity policies into national development strategies. The UNCTAD capacity-building and technical cooperation activities will need to take better account of domestic economic realities and the potential offered by regional integration as well as to provide more focused delivery of support with a view to corresponding better to the requests and needs of beneficiary countries at different stages of development.

Output implementation rate

342. The above-cited results are based on the implementation of 89 per cent of 1,606 mandated, quantifiable outputs.

343. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 12) and Corr.1).

Executive direction and management

(a) *Increased recognition by Member States of the relevance of UNCTAD work*

344. During the biennium, UNCTAD continued its work on the global financial crises, which was the underlying theme for the work of its intergovernmental machinery. Particular emphasis was put on food security, especially in Africa, and on the role of agriculture and what needs to be done to improve the situation. Many donor delegates reaffirmed their commitment to the achievement of the Millennium Development Goals, and to the fulfilment of other existing commitments to development. Most delegates from developing countries expressed that South-South cooperation should complement, rather than replace, North-South cooperation. Delegates from developing countries stressed the importance of transforming ideas and suggestions emanating from the UNCTAD research and analytical work into concrete action on addressing the special needs and concerns of various groups of countries, including African countries, least developed countries and landlocked countries.

(b) *Mandates are effectively implemented*

345. In 2008, the Working Party on the Medium-Term Plan and the Programme Budget, having considered the progress reports on the implementation of the recommendations contained in two prior evaluation reports, noted with satisfaction the agreed conclusions of the meeting, the progress made on the implementation of the recommendations and encouraged the Secretariat to continue its efforts. Regarding the evaluation on the UNCTAD WTO accession programme, difficulties were encountered in the implementation of all four recommendations outstanding and hence in trying to achieve the target. These concerned the administrative procedures over nearly 400 small trust funds, as well as a recommendation towards donors for predictable funding for the programme. The former issue is being addressed by consolidation of the funds into larger thematic trust funds. The Working Party did not consider any follow-up reports in 2009.

(c) *Improvement in the mainstreaming of gender perspective in the work of UNCTAD*

346. UNCTAD initiatives in 2008 include a parallel event entitled "Trade and gender: perspectives for sustainable growth and poverty alleviation", delivered by UNCTAD and the Commonwealth Secretariat at UNCTAD XII; the launching of the Women in Business Award at UNCTAD XII; the International Conference on moving towards gender sensitization of trade policy, held in India; and the publication of two studies on mainstreaming gender into trade and development strategies in Africa. UNCTAD activities in 2009 include an intergovernmental expert meeting on mainstreaming gender in trade policy and the publication of two related studies. UNCTAD also participated in a session on trade and gender held at the United Kingdom's Department of International Development World Trade Week. UNCTAD provided inputs to several United Nations reports on gender issues, including the report of the Secretary-General for the high-level segment of the 2010 substantive session of the Economic and Social Council.

(d) *Programme of work is effectively managed*

347. Expenditure compared to funds available was in line with the target.

(e) *Timely recruitment and placement of staff*

348. The average length of time for recruitment in 2009 was 93 per cent above the target of 150 days. This can be explained by the already existing backlog of cases initiated in previous years. There were also considerable delays external to UNCTAD, including: delays in the review of vacancy announcements for posting in Galaxy; delays in the release of eligible candidates by the United Nations Office at Geneva for departmental review; and clearance of cases by the Office of Human Resources Management. It should be noted that the average number of days for completion of vacancies initiated in 2009 was significantly lower, namely 164 days, or 56 per cent lower, than for the total number of vacancies completed in 2009, which has an average of 289 days. Several additional mechanisms were put in place for monitoring the recruitment process.

(f) *Improved geographical representation and gender balance of staff*

349. The results at the end of 2009 demonstrate that UNCTAD has achieved both the target of improved geographical representation, namely 16.7 per cent (above the target which was set at 8 per cent), and the gender balance, which has increased to 38.7 per cent, exceeding the target which was set at 37.5 per cent. This latter result is attributable to the streamlining of contracts in the secretariat, which called for a revised methodology to calculate gender balance; measurement of performance in that area now includes Professional and above level staff with a contract of one year or more, funded by both regular budget and project funds. UNCTAD continues to strive for improvement in both of those areas, and to that end for instance, respective measures include the recruitment of candidates from the National Competitive Examinations roster, and also, the strengthening of the role of the focal point for women in the selection process.

(g) *Increased timeliness of submission of documentation*

350. Following the Accra conference, progress was made in increasing the timeliness of submission of pre-session documents for translation. From May to

December 2008, 40 per cent of documentation was submitted on time, compared to 27 per cent in 2006-2007. It should also be noted that for the last quarter of 2008, following the reorganization of the Secretariat's Documents Management Section, all documents for intergovernmental meetings were submitted for processing on time. As a result of the collective efforts of all concerned — author divisions, clearance and documents management — the rate of UNCTAD parliamentary documents for intergovernmental meetings throughout 2009 submitted on time for translation reached 91 per cent (61 documents out of 67). All documents for the 2009-2010 cycle of expert meetings were also submitted for translation on time.

Subprogramme 1
Globalization, interdependence and development

(a) Better understanding of policy choices at the national and international levels and their implications for faster and more stable growth and hunger and poverty eradication in developing countries as a result of policy advocacy

351. The analyses and policy recommendations related to this objective were discussed at length at the fifty-fifth and fifty-sixth sessions of the Trade and Development Board. With 33 endorsements of policy recommendations and/or acknowledgments of research findings by Member States the target set for the biennium was exceeded. Many delegations expressed their appreciation of the 2008 and 2009 editions of *Trade and Development Report*, which were perceived as providing useful, relevant and timely data, analyses and ideas on policy options with regard to the mobilization of resources for development, as well as on the causes, impacts and the necessary policy responses to the global crisis. Several delegations also welcomed the research on climate change as a valuable contribution to the global debate on climate change and development.

(b) Progress towards debt sustainability in developing countries through better debt and financial management and, as appropriate, debt rescheduling or debt relief

352. Fifty-seven countries rely on the Debt Management Financial Analysis System (DMFAS) for the day-to-day management of their debt, and an additional 13 new projects were signed with current DMFAS client countries and user institutions. Capacity-building in 46 projects provided training to more than 1,000 officials in 46 countries in debt-data validation and statistical bulletins. Reports such as that of the United Nations Secretary-General on a durable solution to the debt problems of developing countries, or the report to the General Assembly on the effects of the financial and economic crisis on debt sustainability of developing countries helped developing countries to improve their debt position. A new project on promoting responsible sovereign lending and borrowing financed by the Norwegian Government has started to support progress towards debt sustainability through research, analysis, guidelines and advisory groups.

(c) Improved empirical and statistical foundations and informational base for decision-making at the national and international levels on trade, financial and economic policies and development strategies

353. A new statistical information system established in 2007 has enhanced the ability of UNCTAD to identify data and indicators that quantify economic circumstances. The system shortened the production schedule of the *UNCTAD*

Handbook of Statistics by over six months, and integrated data series from previous years into a common, harmonized format; the system also improved the electronic availability of statistics to the member countries involved in the preparation of UNCTAD XII. The integration of data in a single database offers the power to calculate indicators from multiple domains such as international trade, finance, and macroeconomic trends. The system proved its efficiency and the number of requests from economists for the compilation of new time series and the calculation of derived indicators increased significantly.

(d) *Improved policy and institutional environment and enhanced international cooperation in the development of the Palestinian economy by strengthening UNCTAD activities in this field through the provision of adequate resources*

354. At the fifty-fifth and fifty-sixth sessions of the Trade and Development Board, 34 delegates commended the secretariat for its high quality policy-oriented research, technical assistance, and survey-based needs assessments to guide the economic development plans and strategies for the future Palestinian State. The vast majority of delegates shared the secretariat's assessment of the Palestinian economy's development predicament, and called for strengthening the resources and related operational activities. Under extremely difficult conditions, the secretariat continued to achieve success and progress in key technical cooperation areas of research, advisory services, trade facilitation, investment promotion and regional integration. By the end of 2009, the programme of work exceeded the target of 10 measures/initiatives for the biennium.

Subprogramme 2
Investment, enterprise and technology

(a) *Increased ability at the national level to discuss international investment issues and their development dimension*

355. The *World Investment Report* is a key instrument devoted to helping policymakers to improve their understanding of emerging foreign direct investment-related issues and, as a result, enhance their ability to formulate foreign direct investment policies that are more conducive to development. Training activities in the area of foreign direct investment statistics were also carried out with the view to increase developing countries' capacity to discuss international investment issues. As evidenced by a survey conducted with the participants of these workshops, more than 85 per cent of participants were very satisfied with the sessions, which met the objectives of 89 per cent of the participants. Two new products — the *Global Investment Trends Monitor* and the *Investment Policy Monitor* were also launched. Both were well covered by mainstream media, such as the *Wall Street Journal*, and received overwhelming positive feedback from policymakers.

(b) *Better understanding of policies that will attract and benefit from foreign direct investment and technology transfer and the development dimension of international agreements*

356. The subprogramme conducted eight investment policy reviews during the biennium. The process aimed at improving the investment framework, policies and strategies of developing countries in order to allow them to attract and benefit from foreign direct investment. The first World Investment Forum was launched in 2008

and looked at the role of foreign direct investment in economic development and improved methods of investment promotion. The *International Investment Policies for Development* series and the *International Investment Agreements: Key Issues* series were assessed by policymakers through a survey in 2008, which attributed to them the highest ratings (between four and five on average, on a scale of five) with regards to the quality of their policy recommendations, their capacity to enhance the readers' understanding, and their analytical quality.

(c) *Improved opportunities for enterprises in developing countries and countries with economies in transition to enhance their competitiveness through deepened linkages between domestic and foreign firms and better understanding of emerging issues in accounting and reporting standards, corporate responsibility, transparency and good corporate practices*

357. The Installation of Empretec centres has been launched in six countries (the Dominican Republic, Ecuador, Peru, Romania, the United Republic of Tanzania and Zambia). About 3,000 graduates of the UNCTAD Empretec programme met to discuss the challenges of starting a business, as well as to share management experiences on and expand their network of contacts on the occasion of the thirteenth International Meeting of Entrepreneurs organized in São Paulo, Brazil, in conjunction with the First Global Entrepreneurship Week. Seven case studies carried out in collaboration with OECD in Africa, Asia and Latin America in various industries highlighted the relationship between selected transnational corporations and their local suppliers. The first Women in Business Award was launched in 2008 in Accra, to recognize women-owned businesses that have benefited from the business development services of the Empretec programme. In response to questionnaires distributed to participants at the meeting of the Intergovernmental Working Group on International Standards of Accounting and Reporting, about 95 per cent of respondents indicated that they found the sessions useful.

Subprogramme 3
International trade

(a) *Improved understanding and better ability of developing countries, including non-members of the World Trade Organization, to analyse, formulate and implement appropriate trade policies and strategies in international trade, the international trading system and trade negotiations and an improved international trading environment facilitating market access and entry conditions for the exports of developing countries*

358. UNCTAD contributed to the strengthened capacities of developing countries, especially least developed countries, and countries with economies in transition to participate effectively in the international trading system. UNCTAD activities have had a sustained positive impact in strengthening human, institutional, and regulatory capacities in trade-related policies and negotiations in developing countries and countries with economies in transition, enabling them to realize the gains of development. At the fifty-third session of the Working Party, members reiterated the unique and comprehensive nature of the technical assistance programme on WTO accession and its important contribution to their beneficial integration into the global economy and multilateral trading systems. Pursuant to the Accra Accord, UNCTAD helped countries to develop capacities to establish their own negotiating

priorities, promoted coherence of bilateral and regional trade agreements within the multilateral trading system, and supported regional cooperation mechanisms.

(b) *Strengthened analytical, statistical and information bases and tools for trade and trade-related decision-making in developing countries at the national, regional and international levels and for enhanced global understanding of interactions among trade, competitiveness and development*

359. UNCTAD led the Multi-Agency Support Team on non-tariff barriers in developing a new classification of non-tariff barriers, proposing several data-collection methods, which are being tested through a pilot project in seven developing countries. The UNCTAD trade analysis tools, such as Trade Analysis and Information System-World Bank Integrated Trade Solution (TRAINS-WITS), have helped in identifying and addressing market access barriers, trade opportunities and promoting more informed participation in trade negotiations at multilateral and regional levels. Over 9,200 new licences were issued to users of WITS during the biennium 2008-2009. Work continues on the refinement of the Trade and Development Index. The number of countries covered by the Trade and Development Index during the biennium increased to 125 (from 123 previously).

(c) *Strengthened capacity of developing countries to integrate commodity production and trade into development, and enhanced international partnerships with regard to commodities and development*

360. Progress was made through various UNCTAD initiatives in strengthening the capacity of 22 developing countries to integrate commodity production and trade into development. The initiatives were in the following areas: (i) links between the commodity sector and poverty reduction; (ii) strengthening participation in commodity supply/value chains; (iii) financing commodity sector development; (iv) market information systems and statistics; (v) commodity exchanges; (vi) compliance with public and private international trade standards; (vii) minerals and metals; (viii) energy; and (ix) international cooperation on commodities.

(d) *Improved capability of developing countries to identify and address competition and consumer protection issues and to deal effectively with restrictive business practices in national and international markets*

361. UNCTAD assistance through research, analysis, and advisory meetings on different issues related to competition and consumer protection helped countries to assess the adverse effects of anti-competitive practices on trade and development and take steps to adopt, reform and implement effectively competition laws and policies. The role of UNCTAD in analytical and technical assistance areas was highly appreciated by member States, who asked UNCTAD to continue and enlarge its work in that area.[7] Voluntary peer reviews (Costa Rica, Jamaica, Indonesia, Kenya, Tunisia and the West African Economic and Monetary Union) were conducted, which allowed an exchange of views and best practices on the role that competition law and policy can play in complementing trade liberalization and reforms. Twelve countries (Bhutan, Costa Rica, Ecuador, El Salvador, the Dominican Republic, Indonesia, Lao People's Democratic Republic, Lesotho,

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[7] At UNCTAD XII and meetings of the Intergovernmental Group of Experts on Competition Law and Policy.

Rwanda, Sao Tome and Principe, Swaziland and Uruguay) achieved significant progress in the preparation, adoption, revision and implementation of national competition and consumer protection legislation, following UNCTAD assistance.

(e) *Strengthened capacity of developing countries to pursue both trade and trade policy objectives and sustainable development objectives in a mutually supportive fashion, and increased attention to developing countries to the sustainable development objectives in international discussions*

362. The programme has successfully deployed a new round of activities along its core competencies in strengthening the capacities of developing countries. In implementing those activities, the programme has maintained attention on the following issues: the food crisis; volatile energy prices; and the emerging trade and investment opportunities arising from the clean development mechanism of the Kyoto Protocol, as well as from the expanding markets for biodiversity-based products and services. In 2009, activities within the subprogramme were geared towards helping the developing countries understand and deal with the causes and consequences of the economic, financial and the interrelated climate, food, and water crises and, importantly, to seize real opportunities for cleaner growth, including low-carbon growth, such as in the case of biofuels. Attention was also geared towards a better understanding of the substantive links between the mandate and WTO negotiations, taking into account the broadening interface between trade, energy and climate change. The work relating to sustainable development, including organic agriculture was orientated towards the need of small farmers and the ways and means of facilitating their access to supermarket chains.

Subprogramme 4
Services infrastructure for development, trade efficiency and human resources development

(a) *Improved trade logistics of developing countries through, inter alia, strengthening of transport efficiency, trade facilitation and customs and legal frameworks*

363. Based on reports from beneficiaries in the field, the actions suggested have contributed to improving the capacity of counterparts in developing countries to design and implement policy actions in the field of trade and transport facilitation as well as customs modernization (Automated System for Customs Data (ASYCUDA)) through automation of clearance procedures.

(b) *Improved awareness and understanding by developing countries of the policy and strategy options of the economic applications of information and communication technologies*

364. The Partnership on Measuring Information and Communications Technologies for Development, of which UNCTAD is a leading member, continued to advance the issue of ICT statistics (see related outputs). The availability of information economy indicators, based on the Partnership's core list of indicators, continues to improve. Over 60 countries from developing country regions were trained and are better prepared to produce this information for policymaking. The first country analysis by UNCTAD of the impact of ICT on business activities was published for Thailand. Harmonization in regional frameworks on cyberlaws continued in East Africa and Latin America with the help of UNCTAD, which should enhance the international

competitiveness of the countries involved. Cambodia and the Lao People's Democratic Republic are building the capacities of policymakers on the legal implications of ICT before processing and enacting their cyberlaws. In 2008-2009, science, technology and innovation policy reviews in Angola, Ghana, Lesotho and Mauritania enabled those countries to strengthen such policies and to better integrate them in their overall development strategies. Another science, technology and innovation-focused programme, the network of centres of excellence continued to foster South-South collaboration among outstanding scientific and technological institutions in developing countries and facilitated the delivery of advanced and basic training in biotechnologies and ICTs.

(c) Strengthened capacities in developing countries in the fields of trade, investment, and trade-supporting services through human resources development, networking and sustainable use of information technology

365. In 2008-2009, 18 universities joined the UNCTAD Virtual Institute network; new training materials for universities were developed and adapted to country contexts; curricular support was provided; professional development workshops for academics were organized regionally and nationally; fellowships at UNCTAD were granted to academics; joint research projects were implemented by Virtual Institute universities; and the virtual services of the Institute reinforced. Five regional courses on key issues on the international economic agenda were organized for policymakers and academics, and 12 short courses on key international economic issues were held for Geneva-based diplomats. Subsequent to TrainForTrade project activities, Cambodia and the Lao People's Democratic Republic moved forward with their law-drafting processes, Guinea took action in the field of trade facilitation and Benin prioritized sustainable tourism as an essential tool for achieving Millennium Development Goals. Moreover, Angola, Djibouti, Ghana, Guatemala, Indonesia, Malaysia, Maldives, Peru and the United Republic of Tanzania launched local port management training cycles, while Benin, Cameroon, Guinea and Senegal continued training activities in that field. TrainForTrade has also continued to develop distance learning materials and to deliver face-to-face and e-learning courses in African, Asian and Latin American beneficiary countries.

Subprogramme 5
Africa, least developed countries and special programmes

Development of Africa

(a) Increased range of national and international policy choices to promote African development in the areas of expertise of UNCTAD

366. The *Economic Development in Africa Report 2008* shows that most African countries have undertaken extensive trade liberalization and most can be said to have had open economies since the mid- to late 1990s; however, export performance following trade liberalization has been weak in terms of increased export volumes, increased export/gross domestic product ratios and diversification in high-value agricultural exports and manufactures. A *Policy Handbook*, extending and deepening the analysis of the *Economic Development in Africa Report 2007*, was also published in 2009. Two stakeholder workshops were held in 2008 in Burundi and Zambia to present the draft of the *Handbook* and three dissemination workshops were held in 2009 in Rwanda, Sierra Leone and Ghana to present the *Handbook*. A

workshop on development strategies in Africa was organized to solicit inputs from renowned African economists to UNCTAD XII.

(b) Increased utilization of services provided in support of NEPAD and various intergovernmental and inter-agency initiatives with regard to Africa

367. The Programme participated in the Regional Consultation Mechanism of NEPAD in 2008 and 2009. It did not receive specific requests for advice from NEPAD but there were increased requests for advisory services in various intergovernmental and inter-agency initiatives with regard to Africa.[8] The programme responded to requests for advice and inputs on several reports including: an ECA report on governance; the International Development Research Centre's (Canada) work on peacebuilding; the North-South Institute's project on domestic resource mobilization in sub-Saharan Africa in 2008; the *European Report on Development 2009* chapter on fragile States; and the African Development Bank workshop on responses to the financial crisis in 2009. At the end of 2009, a joint project was concluded with the African Union Commission to enhance the communication and application of UNCTAD research and policy analysis on Africa and the least developed countries within Africa.

Least developed countries

(a) Increased analytical understanding and consensus in the global economy of the development problems of the countries concerned

368. *The Least Developed Countries Report 2008* examines trends in poverty and of the Millennium Development Goals achievement in the least developed countries and suggests that aid management policies should be adopted as one concrete step to improve the terms of development partnership. *The Least Developed Countries Report 2009* argued that the global financial and economic crisis should be seized as an opportunity for a new policy approach in least developed countries and recommended the new role for the State based on a mixed economy model and the adoption of good governance. Capacity-building workshops on the policy recommendations of recent *Least Developed Countries Reports* were held on a regional basis for policymakers from least developed countries in West Africa, Eastern and Southern Africa, Asia, and also in Angola, Mali and the Niger. Expert advice was given in OECD and World Bank meetings on integrating science, technology and innovation into national policy and development cooperation.

(b) Better integration of trade policies and priorities in the national development plans through the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries and the building of capacities for country ownership and implementation of the action matrices of the Enhanced Integrated Framework

369. Forty-five countries participate in the Integrated Framework Diagnostic Trade Integration Studies. Although the Integrated Framework is in a period of transition, in-country activities have continued, with UNCTAD support from the preliminary stages to project implementation, in the form of pre-Diagnostic Trade Integration Studies workshops, advisory missions and participation in meetings, including

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[8] 2008 in the Fourth Tokyo Conference on African Development process (both preparatory conference and Ministerial) and in the High-level Meeting on Africa's Development Needs at United Nations Headquarters at the opening of the General Assembly.

participation and contribution to validation workshops in Vanuatu and the Comoros. As of February 2009, 36 Diagnostic Trade Integration Studies have been completed and 8 additional studies are in preparation. The number of new studies to be prepared is limited: Haiti has had its Technical Review approved and is awaiting for the Diagnostic Trade Integration Studies to be launched, Eritrea continues to be on hold (as per the Government's decision) from the Integrated Framework since 2003 and the Technical Review for Equatorial Guinea has thus far not been approved.

Special programmes

(a) Enhanced international cooperation to implement the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and to improve the effective participation of landlocked developing countries, as well as other groups of countries mentioned in paragraph 33 of the São Paulo Consensus, in the global trading system

370. 2008 was the year of the mid-term review meeting of the Almaty Programme of Action. The Special Programme was substantively and directly or indirectly involved in numerous activities that took place in the run-up to the mid-term review. The Special Programme's activities in favour of landlocked developing countries focused in 2009 on the preparation of the Third Meeting of Trade ministers of landlocked developing countries, which took place in Ezulwini, Swaziland, from 21 to 22 October 2009. Given the dramatic change in the global economic climate, the discussions were dominated by the impact of the global economic crisis on landlocked developing countries and possible policies and measures to mitigate the impact of the crisis on the development prospects of these countries. The meeting recorded a high turnout with more than two thirds of the 31 members of the group of landlocked developing countries.

(b) Contribution to the follow-up to the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, held in 2005

371. In 2008-2009, UNCTAD intensified its support to small island developing States (individual members as well as the group as a whole through the Alliance of Small Island States) in their efforts to bring the international community to achieve progress on some key economic aspects of the Mauritius Strategy, such as the questions of (a) graduation from least developed country status; and (b) international support measures in the multilateral trading system. In 2008 and 2009, six small island developing States benefited from direct assistance from UNCTAD with regard to the question of graduation: three pre-graduation (potential graduation) cases: Kiribati, Tuvalu, Vanuatu; two graduation cases: Maldives, Samoa (during their transition period); one post-graduation case: Cape Verde. Some other (non-small island developing States) least developed countries (Equatorial Guinea, Haiti, Lesotho) have also benefited from this line of advisory services.

Section 13
International Trade Centre UNCTAD/WTO

Highlights of programme results

372. The International Trade Centre UNCTAD/WTO has continued to provide effective support to each of its client groups, policymakers, trade support institutions and small and medium-sized enterprises. The 2009 client survey confirms the increasing satisfaction expressed by the counterparts in developing countries. The focus of the work of ITC is steadily switching towards sustainable impact and outcomes, which secures a much stronger return on the investment in export development. The move towards larger multi-year programmes took very significant steps in 2009 with four large programmes operating, confirming donor confidence in the track record of ITC. These programmes coincide with more intensive working with a full range of partners including WTO, UNCTAD, UNIDO, other United Nations organizations, development banks, regional bodies, multinational corporations and specialist trade agencies. New creative approaches for expanding exports proved to be effective including use of telephone messaging for sending market data to producers, linking urban artisans in East Africa to European fashion houses, and confirming cotton sales from West Africa to Asia. An enhanced evaluation policy and process has begun to produce good results, which are being disseminated for wider understanding and improvement. Using new performance indicators, more strongly focused on outcomes, has benefited the organization with the actual results being broadly in line with expectations.

Challenges and lessons learned

373. Securing sustainable impact continues to challenge ITC project designers and programme managers, as well as requiring counterparts to improve their efficiency and effectiveness within the agreed timelines. Working with other advisory partners is both necessary and challenging — counterparts' responsiveness being a prerequisite. Some projects have been impeded owing to political and security instability in several countries. Greater effort will need to be devoted to securing information to determine a more precise measurement of the Centre's contribution towards poverty reduction, empowering women and environmental sustainability, as this will enable the Centre's commitment to become even more effective. All the components of a full-fledged results-based management system are in place. ITC must redouble its work to secure the synergies and performance improvement which should now follow in the next biennium.

Output implementation rate

374. The above-cited results are based on the implementation of 85 per cent of 281 mandated, quantifiable outputs.

375. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 13)/Add.1).

Subprogramme 6
Operational aspects of trade promotion and export development

(a) Support policymakers in integrating the business sector into the global economy

376. The 2009 client survey confirmed the annual trend of increasing policymaker satisfaction, 50 per cent in 2009 from 30 per cent in 2007, with ITC support to improve the understanding of business sector needs, incorporating trade development into national development policies and securing stronger engagement of the private sector in trade development. The increased numbers of the performance indicators related to that accomplishment over the biennium have been achieved through client-focused support and the transfer of experience from one country to another.

(b) Develop the capacity of trade support institutions to support businesses

377. Over the biennium, a wide range of activities have been conducted with trade support institutions in a large number of developing countries and least developed countries. The work of a new Section has laid a sound foundation from which substantial outcomes should be achieved in the next biennium, in addition to the major progress achieved by several trade support institutions during 2008-2009. The lower-than-expected numbers reflect the impact of the creation of a new section as well as the length of time needed to achieve substantial results. Strengthened trade support institutions are a critical component in multiplying the impact of ITC advisory support.

(c) Strengthen the international competitiveness of enterprises

378. ITC continued to support a wide variety of enterprises in a diverse range of product sectors. Penetrating markets at a time of economic downturn has been very challenging but successes have been recorded. Among the many examples of success are: successful sales experiences of agricultural goods producers, including mango producers in Haiti and Mali, chilli producers in Liberia, coffee producers in East Africa, and fresh flowers producers in Ethiopia. Organic cotton producers are linked to the buyers and ultimately to the fashion community, via an ITC-supported website. Following earlier support from ITC, 95 small and medium enterprises were guided through the fifth Economic Forum of the Indian Ocean to conduct export trade. ITC has enhanced its range of support offered to enterprises, providing new services related to trade law, trade finance, packaging and marketing.

Section 14
Environment

Highlights of programme results

379. The United Nations Environment Programme is the voice for the environment within the United Nations system. It acts as a catalyst, advocate, educator and facilitator to promote the wise use and sustainable development of the global environment. Towards that end, UNEP works with a wide range of partners and implements, among others, the following activities: assessing global, regional and national environmental conditions; developing international and national environmental instruments; strengthening institutions for the management of the

environment; facilitating the transfer of knowledge and technology; and encouraging new partnerships and mindsets within civil society and the private sector. During the biennium 2008-2009, the main achievements of UNEP include: 19 decisions recorded in intergovernmental forums and 59 references in science journals making reference to the UNEP environmental assessments. Attributable to UNEP legal assistance, three countries adopted specific national environmental legislation, two countries are developing environmental legislation and four countries are revising their environmental laws. Environmental needs are integrated into recovery planning and peacebuilding processes and plans initiated in 20 countries affected by conflicts and disasters. Twelve national development planning processes incorporate best practices for natural resources management, and 41 restoration initiatives are recorded for ecosystem restoration at the local level. Eleven national development assistance frameworks reflect elements of natural resources management, and 19 initiatives are undertaken by countries to integrate poverty and environment linkages into national development processes (www.unpei.org). Support to close to 100 countries in promoting cleaner fuels and vehicles resulted in only 12 countries remaining to use leaded gasoline. The majority of developing and transitional countries moved to reduce fuel sulphur levels and promote cleaner vehicles. UNEP efforts helped in mobilizing $175 million in financing for cleaner energy technologies. Some 4,000 companies introduced sustainable business and finance initiatives, policies and practices, based on principles promoted by UNEP and over 300 companies committed to targeted action on climate change. Sixty institutions are involved with the integration of ecosystem issues into trade and development policies. The newly launched Green Economy Initiative significantly raised the recognition of environmental investments' contributions to economic growth, decent jobs creation, and poverty reduction, including particular opportunities during the financial crises. The Billion Tree Campaign, which won a UN21 Award, catalysed the planting of 7.4 billion trees, over seven times its original target. UNEP firmly established itself as a partner of the International Olympic Committee and other sports organizations to ensure that environmental aspects were implemented in the staging of the Beijing Olympic Games and other sporting events.

Challenges and lessons learned

380. Developing and strengthening partnerships has proven instrumental in the delivery of the UNEP programme and delivering sustainable development. UNEP is challenged to define and influence the various audiences at multiple levels in environment and development. More engagement is needed with non-environmental sectors involved in policy and decision-making to further mainstream the environment in national development policies and processes. It is important to present priorities within the framework of national development plans and, where possible, to articulate those priorities based on an economic analysis that demonstrates the full value of the sustainable management of natural resources to national development. Country-specific concrete evidence on the links between environment, poverty reduction and pro-poor growth is needed to convince sceptical policymakers, economists and planners that investment in environment sustainability is worthwhile.

Output implementation rate

381. The above-cited results are based on the implementation of 98 per cent of 1,116 mandated, quantifiable outputs.

382. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 14)).

Subprogramme 1
Office of the Executive Director

(a) Enhanced integration of environmental activities within the United Nations system and wider acceptance of environmental concerns in the broader sustainable development framework

383. In line with the biennial target, 12 initiatives are established in collaboration with other United Nations entities and 30 inter-agency mechanisms and intergovernmental processes incorporate environmental dimensions. Several tools were developed for the United Nations on climate neutrality and sustainable procurement in response to the commitment of the United Nations System Chief Executives Board for Coordination (CEB). A United Nations report on its footprint and move towards carbon-neutrality was launched at the Copenhagen climate summit. The United Nations report on sustainable procurement was prepared for the General Assembly. A United Nations sustainable management group was established. In mainstreaming environment into sectoral programmes, three United Nations processes on post-2010 biodiversity targets, the United Nations land and United Nations process on the "green economy" were established. In mainstreaming environment into United Nations operational activities, a process on United Nations environmental and social safeguards started as a part of the United Nations fiduciary standards.

(b) Improved relevance of the work of UNEP to the needs of its member States, including capacity-building and technology support needs, with increased reflection of gender perspective in the implementation of its programmes and projects

384. Seventy-eight per cent of member States participated in the twenty-fifth session of the Governing Council/Global Ministerial Environment Forum, attesting to the improved relevance of the work of UNEP to the needs of its member States. In line with the target, 50 per cent of the Environment Fund resources were allocated to the implementation of the Bali Strategic Plan. Almost 75 per cent of those activities were technical assistance and capacity-building interventions implemented with the support of the UNEP regional offices in developing countries and countries with economies in transition. Over 550 UNEP staff were trained on gender mainstreaming resulting in the integration of gender perspectives into 82 full projects. Gender is now fully integrated into the Africa Declaration on climate change resulting in gender-responsive subregional climate change frameworks.

(c) Improved management of the UNEP programme of work and enhanced collaboration between UNEP Divisions in programme delivery

385. The UNEP programme of work 2008-2009 is effectively implemented and managed as attested by the implementation rate of 98 per cent. Keeping the senior management and the subprogrammes apprised of the status of the delivery of the

work programme and the level of attainment of results by issuance of programme performance reviews and management information reports has resulted in increased implementation rates over four previous bienniums.

(d) *Improved management of the UNEP financial and staff resources*

386. Progress towards improved management of the UNEP financial resources is attested by the Executive Director's allocation of the Environment Fund by giving 100 per cent of the appropriations of the Governing Council, relocation of the fund management functions from the United Nations Office at Nairobi to UNEP and assigning the fund officers to work within the subprogrammes. One hundred per cent utilization of allocated Environment Fund resources is recorded. The vacancy rate for all UNEP regular budget posts is within the target and the vacancy rate for extrabudgetary posts has decreased 5 per cent. UNEP utilized a streamlined process to fill a number of vacant and anticipated positions through an internal voluntary rotation programme, which was conceived as a tool to support the professional growth of staff and promote mobility as well as a mechanism for further aligning staff skills against the programmatic requirements of the organization.

(e) *Timely recruitment and placement of staff*

387. The average number of days for filling all positions fluctuated between 155-158 days for two consecutive quarters. Several measures have been instituted during the biennium to speed up the selection time for vacant positions, including the expansion of the membership base of the central review bodies, the training of central review body members, the development of recruitment plans at the divisional and office levels, increased support to programme case officers, and the close monitoring of all vacancy announcements. The results of such measures are shown by the drastic decrease in the number of days for filling all positions. The measure introduced shows the commitment of UNEP to further enforce the 120-day target and enhance the overall recruitment process.

(f) *Improved geographical representation and gender balance of staff*

388. UNEP has achieved a 50 per cent gender balance in recruiting at the Professional and higher categories owing to several measures in place to attract qualified female Professionals. UNEP has recruited in posts at the Professional and higher categories 41 new staff members from unrepresented and underrepresented member States, showing that the biennial target of 15 has been exceeded. The number of nationals from unrepresented and underrepresented member States in UNEP is 158, which represents 24 per cent of the UNEP staff at the Professional and higher categories.

(g) *Effective evaluation of the UNEP programme and increased compliance with evaluation and audit recommendations*

389. One subprogramme and 40 project evaluations were conducted resulting in 255 recommendations. Of all the accepted recommendations, 37 recommendations (26 per cent) have been fully addressed (compliant), 24 recommendations (17 per cent) have been partially implemented (partially compliant). The quality of UNEP evaluations has improved substantially over the last few years as a result of improvements in the quality assurance process undertaken by the evaluation

function. An assessment of evaluations submitted by the Evaluation Office of UNEP to the Global Environment Facility indicates that for two consecutive years (2007-2008), 100 per cent of UNEP evaluations have been rated as moderately satisfactory and satisfactory, indeed higher than those of other Global Environment Facility implementing agencies, including the World Bank and UNDP. Close to its biennial target, 97 per cent of the audit recommendations were implemented suggesting increased compliance with audit recommendations.

United Nations Scientific Committee on the Effects of Atomic Radiation

(a) Expanded and updated scientific assessments of exposures regionally and globally to ionizing radiation and of radiation risks for and effects on human health and the environment

390. The Committee's assessments have the widest coverage yet, and the new information on the risks of radiation exposure will underpin the revision of the International Basic Safety Standards for Protection against Ionizing Radiation and the Safety of Radiation Sources (these standards are co-sponsored by the Food and Agriculture Organization of the United Nations (FAO), IAEA, the International Labour Organization (ILO), the Nuclear Energy Agency of the Organization for Economic Cooperation and Development, the Pan American Health Organization and the World Health Organization (WHO); UNEP has also indicated its intention to participate in the revision of the standards).

(b) Increased awareness and use among decision makers, the scientific community and civil society of the scientific assessments of the Committee as a sound basis for radiation risk assessment and radiation protection decisions

391. The recent increased number of downloads from the United Nations Scientific Committee on the Effects of Atomic Radiation (UNSCEAR) website is likely attributable to the recent posting of the *UNSCEAR 2006 Report*, as well as past *UNSCEAR Reports* (Vols. I and II of 2008 have still not been published).

Subprogramme 1
Environmental assessment and early warning

(a) Participatory, policy-relevant and scientifically credible environmental assessments

392. Participatory environmental assessments are attested by 156 Governments, 30 United Nations system bodies, 72 Global Environment Outlook Collaborating Centres and 2,416 scientists who were actively involved in the UNEP environmental assessment processes. The policy relevance of the assessment findings is demonstrated by 19 references in decisions recorded by intergovernmental forums (still one reference short of the target). In addition, 59 references to UNEP environmental assessments have been recorded in scientific journals, such as the *New Scientist*, the *Harvard International Review*, the *Journal of Environmental Quality*, and *Sustainability Science* (exceeding the target of 40 by 47 per cent), suggesting that assessments reports are found to be a useful, relevant and reliable information source for the science community. The newly produced *Climate Change Science Compendium 2009* has already been cited by 15 authoritative literatures.

(b) Greater participation of partner institutions in UNEP-supported networks and improved exchange of available environmental data and information for assessment processes, early warning systems and decision-making

393. Progress towards greater participation of partner institutions in UNEP-supported networks is demonstrated by the involvement of 301 partner institutions (exceeding the target of 250), of which most represent national statistical bureaux, environmental protection agencies and universities. The Group on Earth Observations (GEO) Data Portal is managed in collaboration with a wide range of global and regional data providers. Review of records show that the average number of downloads from the GEO Data Portal was 3,590 per month (largely surpassing the target of 1,600). To enable appropriate and timely consideration of environmental challenges by decision makers, 17 early warning alerts (exceeding the target of 15) have been issued. The *Environmental Hotspot Alerts*, also published in the *Africa Atlas of our Changing Environment*, have catalysed actions at the national level focusing on ecosystem restoration.

(c) Enhanced institutional and technological capacity in developing countries and countries with economies in transition for data collection, research, analysis, monitoring, environmental assessment, early warning, networking and partnerships

394. Capacity-building was undertaken across all relevant regions with support from key partners. A review of records shows that institutional and technological capacity is being enhanced through 85 partnerships (exceeding the target of 80) with environmental institutions in developing countries or countries with economies in transition. Training of environmental experts from developing countries has been undertaken responding to their needs. For example, the 100 environmental experts from Panama, who took part in virtual training on integrated environmental assessment, are now preparing the GEO Panama 2009 environment report. In Africa, training of experts included state of the environment practitioners in Rwanda. This facilitated preparation of Rwanda's first report on the status of the environment. The findings of the Rwanda outlook report have been adopted by Parliament.

Subprogramme 2
Environmental law and conventions

(a) Increased support for enhanced capacity of national Governments and other stakeholders for the mainstreaming of national environmental objectives into national sustainable development and poverty eradication strategies, including, when appropriate, in a synergistic and interlinked manner

395. Mainstreaming of the environment in national sustainable development policies has been demonstrated in developing policy frameworks of selected countries where UNEP has worked with Governments and United Nations country teams. The role of UNEP in advancing sustainable development and the importance of the implementation of the Bali Strategic Plan for Technology Support and Capacity-building was underscored by the General Assembly at its sixty-third session. An initiative has been launched to systematically mainstream the environment into development by focusing on internationally agreed environmental goals. The fourth programme for the development and periodic review of environmental law (Montevideo Programme IV), adopted by Governments at the twenty-fifth session of the UNEP Governing Council/Global Ministerial Environment

Forum, incorporated programme elements linking the environment and poverty, human rights and other areas of sustainable development.

(b) Enhanced collaboration and cooperation between UNEP and multilateral environmental agreements, their secretariats, scientific bodies and global, regional and national stakeholders, as well as enhanced support for collaboration and cooperation among those bodies, aimed at enhancing implementation of, compliance with and enforcement of the multilateral environmental agreements and improving synergies among them and enhanced coordination within the United Nations system in undertaking environmental activities

396. UNEP undertook 22 collaborative activities with the secretariats of the multilateral environmental agreements and other relevant bodies. UNEP support positively influenced the outcomes of a number of conferences of the parties of the agreements and other related intergovernmental negotiations. Synergies among multilateral environmental agreements on chemicals and wastes progressed significantly culminating in agreement on an extraordinary joint meeting of their Conferences of the Parties back-to-back with the next session of the UNEP Governing Council/Global Ministerial Environment Forum. Climate change negotiators' preparatory workshops resulted in enhanced national and regional positions by parties at United Nations Framework Convention on Climate Change meetings. More than 60 countries have been assisted in implementing the multilateral environmental agreements and the capacities of three regional institutions were strengthened resulting in their ability to deliver multilateral environmental agreement-related capacity-building. The Environmental Management Group enhanced collaboration within the United Nations through initiatives such as green procurement and carbon-neutral United Nations.

(c) Enhanced environmental legal frameworks aimed at sustainable development

397. Progress towards enhanced environmental legal frameworks is demonstrated by 106 initiatives (exceeding the target of 104) to revise or develop legal frameworks. The development of a new global legally binding instrument on mercury was decided by the Governing Council at its twenty-fifth session. UNEP assistance has led to 13 countries negotiating and finalizing a new instrument to strengthen subregional cooperation through the Acid Deposition Monitoring Network for East Asia. Five Central Asian countries are considering developing modalities for implementing a Central Asian environmental treaty. As a consequence of UNEP legal assistance at the national level, three countries have adopted specific national environmental legislation or enacted an act. Two countries are in a process of developing environmental legislation and four countries are revising their environmental laws.

(d) Strengthened capacity of Member States for enhancing implementation of, compliance with and enforcement of environmental law, as well as strengthened capacity of relevant institutions and stakeholders to facilitate implementation of and compliance with environmental law

398. As a result of the judges' capacity-building programme, the Government of the Philippines has designated over 100 courts to deal with environmental matters. The Government of Indonesia is establishing a certification programme for judges who undergo environmental law training as well as a court for environmental

adjudication. Twenty-three countries from Africa, Asia and Latin America and the Caribbean have launched cooperation in the implementation of waste management policies and laws. At a Central Asian Judges' Conference in 2008, participants reported progress made by their respective judiciaries in promoting access to information, public participation in decision-making and access to justice in environmental matters. There has been a noticeable increase in the knowledge and competencies of Government officials and other trained stakeholders particularly in the area of climate change law as a result of UNEP training.

Subprogramme 3
Policy implementation

(a) Improved access to relevant implementation tools (including dialogue forums) for integrated natural resources management and restoration of degraded ecosystems, including, inter alia, freshwater, coasts and oceans, by Governments and other stakeholders

399. Improved access to implementation tools for integrated natural resources management and ecosystem restoration is evidenced by 27 tools (surpassing the target of 25) which were developed and made available to stakeholders and 35 practical applications of the implementation tools, in line with the target. The practical applications of tools include use of: valuation manual for payment of ecosystem services; guidelines on climate change adaptation in national planning and decision-making; and national plans of action to address land-based sources of pollution for the marine environment. UNEP expertise on environmental risk assessment resulted in environmental needs and priorities being integrated into recovery planning and peacebuilding processes and plans in 20 countries affected by conflicts and disasters.

(b) Strengthened capacity of Governments and other stakeholders to mainstream best practices and a gender equality perspective in natural resources management into national development planning processes and for the restoration of degraded ecosystems

400. Strengthened capacity of Governments and other stakeholders is evidenced by 12 national development planning processes (exceeding the target of 10) that incorporate best practices for natural resources management and 41 restoration initiatives (surpassing the target 40) for ecosystem restoration at the local level. Three countries have embarked on developing national environmental framework laws taking into consideration regional and cross-border forests and wildlife conservation issues as well as the conservation of high-value forest landscapes. In terms of promoting gender equality in natural resource management, women were actively involved in the project steering committees in seven national programmes, and community conservation and alternative sustainable livelihood activities have been implemented in three countries targeting the needs of and the opportunities for women.

(c) Increased incorporation by partners of UNEP-tested tools and best practices for natural resources management and ecosystem restoration into their regular programmes and activities

401. Progress towards increased incorporation by partners of UNEP-tested tools and best practices for natural resources management into their programmes and processes is demonstrated by 11 national development assistance frameworks with natural resource components, still short of the target of 15. As a consequence of UNEP expert advice on the development of the United Nations Development Assistance Framework, freshwater and land governance issues have been incorporated in the final Botswana United Nations Development Assistance Framework document for 2008-2013. Similarly, environment and natural resources management were included as major themes in country programming documents developed in the new United Nations Development Assistance Framework for Afghanistan, in the 2009 humanitarian and early recovery workplan for the Sudan, and in the Agenda for Change for Sierra Leone.

(d) Enhanced capacity of Member States to incorporate the urban dimension of environmental issues into policies, strategies and planning processes for sustainable development, as well as the enhanced capacity of relevant stakeholders to facilitate and engage in such processes

402. In the urban transport area, UNEP has been leading the global Partnership for Clean Fuels and Vehicles, which has implemented campaigns to improve fuels and vehicles. UNEP has supported close to 100 countries from the regional and national levels in promoting cleaner fuels and vehicles. At the end of 2009, only a handful of countries are left (12) that still use leaded gasoline and the majority of developing and transitional countries have now moved to reduced fuel sulphur levels and promote cleaner vehicles. In the urban environment area, UNEP has developed a strategic cooperation framework with UN-Habitat and the International Council for Local Environmental Initiatives, increasing cooperation with these organizations and supporting cities all over the world to address urban environment issues. UNEP has also strengthened its participation in the Cities Alliance.

(e) Wider access to formal and non-formal environmental education and training designed for various target groups to promote environmental sustainability

403. UNEP collaborated with its partners in the United Nations, national education systems and institutions of higher learning to implement environmental education and training programmes and develop training tools and kits that would influence environmental policies, curriculum, legislation and management practices at the national level. In line with the target, eight environmental education and training programmes have been designed by learning institutions in collaboration with UNEP. Thirty-one institutions of higher learning are offering those programmes to promote environmental sustainability (surpassing the target of 30). Progress towards wider access to environmental education and training is further attested in six African universities which are, under the UNEP-Mainstreaming Environment and Sustainability in African Universities partnership, developing, revising and reorienting their programmes.

Subprogramme 4
Technology, industry and economics

(a) *Greater human and institutional capability to integrate environmental and social considerations in energy-related decisions, with a focus on reducing energy-related greenhouse gas emissions*

404. Commitments from both public and private sector institutions to implement cleaner energy policies and programmes have grown in recent years, partly as a result of the work of UNEP. It has supported 25 institutions (in line with its biennial target) and 25 Governments (exceeding its biennial target of 23 by 9 per cent) in this area. Similarly, investments in clean energy are growing rapidly worldwide. UNEP efforts have supported that trend, helping mobilize $175 million in financing for cleaner energy technologies (exceeding its biennial target of $120 million by 46 per cent).

(b) *Increased understanding and implementation by public and private sector decision makers of sustainable consumption and production, including in sectors such as construction and tourism, and increased voluntary initiatives promoting corporate environmental responsibility, as well as prevention of and response to environmental emergencies*

405. Increased understanding and implementation of environmentally sound management practices is evidenced by 52 Governments (surpassing the target of 40) that have introduced assessment tools with sustainable consumption and production policies and programmes. The number of industry and business organizations that have introduced sustainable business and finance initiatives, policies and practices, based on principles promoted by UNEP, has increased from 2,500 to 4,000, representing a 60 per cent increase over the biennial target of 3,500 companies. Those initiatives commit companies to environmental and responsible principles and include joint work programmes on resource efficiency and capacity-building with private sector and public funding. Under the UNEP United Nations Global Compact and World Business Council for Sustainable Development Caring for Climate Initiative, over 300 companies have committed to targeted action on climate change.

(c) *Enhanced capacity of countries and the international community towards achieving the 2020 goal of the Johannesburg Plan of Implementation to use and produce chemicals in ways that lead to the minimization of significant adverse effects on human health, including gender equality aspects, and the environment*

406. UNEP hosted the Strategic Approach to International Chemicals Management, and through its Quick Start Programme supported 84 countries and other stakeholders in 92 projects with the approximate $20 million received since 2006 to the fund, exceeding the biennial target of 70 countries. UNEP was successful in assisting 12 countries to initiate the mainstreaming of chemicals management into development agendas through joint UNEP/UNDP projects; supporting activities of the Stockholm Convention addressing releases and monitoring of persistent organic pollutants, as well as supporting 8 countries in establishing their Chemical Information Exchange Networks; working with WHO and other intergovernmental organizations in developing guidance and training tools for managing pesticides, facilitating international actions to reduce risks from mercury through a partnership programme and preparations for international negotiation of a legally binding instrument; in gathering scientific information on lead and cadmium.

(d) Improved capacity of countries and institutions, including financial institutions, to integrate ecosystem issues into consideration of their economic and trade policies and practices to achieve sustainable development and poverty reduction

407. In line with its target, improved capacity of countries and institutions is demonstrated by 60 institutions that are involved with the integration of ecosystem issues into trade and development policies. The newly launched Green Economy Initiative, has significantly raised the recognition of environmental investments' contributions to economic growth, decent jobs creation, and poverty reduction, including particular opportunities during the financial crises. This is evidenced by extensive press coverage of the topic worldwide. Also, as part of the CEB Joint Crisis Initiative, the Green Economy resulted in the formulation of an inter-agency plan of action providing a platform for a joint effort within the United Nations system to respond to the economic crisis.

Subprogramme 5
Regional cooperation and representation

(a) Process of policy deliberations and consensus-building globally and in the regions facilitated and supported

408. UNEP effectively supported policy deliberation and consensus-building processes, as evidenced by the 41 positive formal communications received from delegations (four times the target of 10). Further evidence is the engagement of new major groups in the UNEP governance debate, achieving the biennial target of nine collaborating major groups. Additionally, UNEP has also collaborated with other civil society organizations outside the Agenda 21 categorization of major groups, such as faith-based, charity, media, intergovernmental, arts and cultural organizations. Another achievement is the increased number of organizations participating in the regional and Global Civil Society Forum processes. A total of 342 organizations and 88 countries participated in the Forum, greatly exceeding the biennial target of 120 organizations and 60 countries.

(b) Increased cooperation with Governments and intergovernmental, non-governmental and United Nations partners in the delivery of programmes and projects at the regional, subregional and national levels, addressing environmental priorities identified by the UNEP Governing Council and by the regional institutions

409. A total of 124 cooperative arrangements (more than twice the target of 60) with Governments, regional institutions and the media led to increased cooperation in addressing environmental priorities in the regions. Some results of those partnerships include: a comprehensive framework of African climate change programmes; a regional Adaptation Network to foster adaptation to climate change in Asia and the Pacific; a new role for UNEP as secretariat of the Environment and Security Initiative, which aims at an integrated response to environment and security challenges in Europe; a regional sustainable production and consumption information platform to benefit all countries in the Latin American and Caribbean region; and the "BIC Goes Green" Project, aimed at making the Bahrain International Circuit an Environmental Centre of Excellence among Formula 1 circuits.

(c) *Enhanced coherence in the delivery of UNEP programmes and projects at the regional, subregional and national levels in responding to needs and priorities expressed at the same levels*

410. Enhanced coherence in the UNEP delivery of programmes is progressing through engagement with United Nations partners at country level to integrate the UNEP contribution into common country programming, while also improving the capacity of national partners. Some 69 capacity-building and technology transfer programmes and projects, which are based on country needs and coordinated with development partners, are being implemented in regions and countries, surpassing the target of 50. As a result, UNEP has been able to influence the United Nations Development Assistance Framework in over 30 countries and the environmental dimension is gaining more presence in national action plans in seven countries. In some cases, the delivery of UNEP activities is complemented with the work of other agencies for more effective delivery of United Nations work.

(d) *Enhanced capacity of Member States to integrate environmental sustainability into national development processes, including poverty reduction strategy papers and Millennium Development Goals implementation plans*

411. Good progress towards the enhanced capacity of Member States to integrate environmental sustainability into national development processes is demonstrated by 19 initiatives undertaken by the countries, which is 27 per cent above the target of 15. Five Member States have integrated poverty and environment linkages into development planning processes, and four countries have put in place mechanisms for mainstreaming environmental issues in budget frameworks. Five Member States have strengthened their monitoring and evaluation systems by integrating poverty and environment issues and are currently monitoring progress towards environmental sustainability using poverty and environment relevant indicators and data. Five Member States have made commitments to integrate poverty and environment linkages into development planning, decision-making and budgeting after UNDP-UNEP Poverty and Environment Initiative supported them with capacity-building activities.

(e) *Enhanced mainstreaming, cooperation and liaison within the United Nations system in undertaking environmental activities*

412. Progress towards enhancing United Nations cooperation and policy coordination on the environment is demonstrated by 31 (exceeding the target 30) inter-agency mechanisms and intergovernmental processes incorporating environmental dimensions: the Secretary-General's High-level Task Force on Food Security; the United Nations Development Group Task Team on Environmental Sustainability and Climate Change; "Green Economy" cluster of the CEB Joint Crisis Initiative; High Level Committee on Programmes Working Group on Climate Change; United Nations Communications Group Task Force on Climate Change; and the UNEP partnership with UNICEF. In General Assembly resolutions, the Ministerial Declaration of the 2008 high-level segment of the Economic and Social Council, and the outcomes of the seventeenth session of the Commission on Sustainable Development, UNEP played an active role in policy and programme discussions, particularly on the interconnected challenges of climate change, and the global food, energy and financial crises.

Subprogramme 6
Communications and public information

(a) *Increased awareness of and focus on environmental issues and the work of UNEP among all sectors of society*

413. UNEP news releases were electronically distributed to a total of 1,350 journalists worldwide. Some 10,900 clippings citing the work of UNEP were recorded, largely surpassing the biennial target of 4,600. Increased focus on environmental issues is attested by UNEP website statistics: www.unep.org registered 40,479,891 visits, 490,438,037 hits, 198,975,959 page views, and 39,491,592 downloads. Visitors to Climate Neutral Network website increased by 360 per cent from 38,463 in 2008 to 195,353 visits in 2009. Progress towards increased awareness of environmental issues is further demonstrated by 11,995 publications (119 per cent of the target) that were sold. In order to make UNEP publications accessible to everyone, publications were sold at a 50 per cent discount to developing countries and at a 75 per cent discount to least developed country customers.

(b) *Expanded partnerships between UNEP and children and youth organizations, sports associations, non-governmental organizations, Governments and the private sector in promoting environmentally friendly attitudes and actions, taking gender considerations into account*

414. World Environment Day is one of the vehicles through which UNEP engages partners in environmental activities. There were over 1,215 initiatives registered (exceeding the target of 800 by 51 per cent) from over 161 countries to celebrate World Environment Day 2008 and 2009. The Billion Tree Campaign grew from strength to strength. The campaign's target was raised from 1 billion trees to 7 billion trees and by December 2009, 7.4 billion trees had been planted. The campaign won a UN 21 Award in 2008 in recognition of its "exceptional contribution towards improving efficiency in the United Nations". Partnerships with youth and sports organizations are growing and UNEP firmly established itself as a partner of the International Olympic Committee and other sports organizations to ensure that environmental aspects were implemented in the staging of the Beijing Olympic Games and other sporting events.

Section 15
Human settlements

Highlights of programme results

415. Visibility and awareness on sustainable urbanization issues were raised through global events, including the World Urban Forum in Nanjing, China, World Habitat Days celebrated in more than 51 countries and through Asia-Pacific, African, and Latin American and Caribbean Ministerial conferences on housing and urban development. UN-Habitat emphasized the role of cities in addressing climate change, through collaborative work with other United Nations system agencies, funds and programmes. The demand and use of UN-Habitat flagship reports, the *Global Report on Human Settlements* and the *State of the World Cities* report increased and UN-Habitat strengthened its role as facilitator for the application of

policy-oriented urban indicators, through the 136-member Urban Observatory network.

416. Sustainable urbanization issues were integrated into 23 United Nations Development Assistance Frameworks and 20 national development plans. Of the 60 countries receiving technical support from UN-Habitat in urban planning, management and governance, 28 countries have improved policies and practices. Progress has been achieved in some aspects of inclusive urban development, especially in governance, safety and disaster management in 112 cities out of the more than 300 cities supported by UN-Habitat. With support from UN-Habitat, 48 countries are implementing policies to improve access to land and housing, of which 19 are implementing policies to improve security of tenure and reduce forced evictions.

417. Progress was noted in the UN-Habitat capital mobilization for pro-poor housing and basic urban infrastructure. A total of 31 countries have adopted policies for expanding access to basic urban infrastructure and services. Capacities of 92 partner institutions were strengthened, resulting in 1.03 million people receiving safe drinking water and basic sanitation over the biennium. UN-Habitat-executed projects have benefited more than 2 million people, most notably in Afghanistan, Iraq, Lebanon, and Somalia. The Gender Equality Action Plan 2008-2013 was developed and approved and a special fund was established to support youth-led initiatives in implementing the Habitat Agenda.

Challenges and lessons learned

418. New and strengthened partnerships and networks were critical for UN-Habitat to advocate and deliver sustainable urbanization; however, mobilizing the full range of actors at the regional and national levels remains a challenge. The preference of donors for earmarked funding for specific projects is a challenge for effectively delivering on urban priorities within national frameworks. UN-Habitat is challenged by belonging to the United Nations Secretariat while at the same time operating as a programme. This dual status poses a challenge in efforts to comply with United Nations Secretariat requirements that at times conflict with what mandates Member States ask UN-Habitat to perform as a programme and also creates multiple, cumbersome reporting.

Output implementation rate

419. The above-cited results are based on the implementation of 89 per cent of 619 mandated, quantifiable outputs.

420. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 15)).

Executive direction and management

(a) *Enhanced policy coherence in the management of human settlements activities of the United Nations system and other intergovernmental forums, and strengthened relationships with key partners*

421. UN-Habitat continued to improve programmatic alignment and harmonization with other United Nations entities, with more than 28 global activities, alliances and

agreements implemented with other United Nations offices, agencies, funds and programmes (WHO, UNDP, the Department of Economic and Social Affairs, etc.). In the area of cities and climate change, formal agreements and/or joint programmes were implemented with UNEP and the World Bank. Advocacy for the recognition of the linkages between urbanization and climate change enhanced the visibility of urban planning management and governance to combat climate change. UN-Habitat took a technical lead with 10 United Nations system agencies and NGOs in the subject of housing, land and property in conflict areas and complex humanitarian emergencies. There was also an increase in the number of joint activities in evaluation and strategic planning that contributed to improved coherence.

(b) *Programme of work is effectively managed*

422. Work programme implementation improved in terms of efficiency and effectiveness. Some efficiency gains in implementation are attributed to the streamlining and automation of business processes. The average time for recruitment, cooperation agreement approval and procurement were reduced during the biennium, leading to fewer delays in delivery of the work programme. Efficiency gains are also attributed to delegation for project approval decisions to regional offices and to strengthening of the programme review committee to ensure quality and alignment of projects to the work programme.

(c) *Improved geographical representation and gender balance of suitably qualified and experienced staff*

423. During the biennium, recruitment of candidates from unrepresented and underrepresented countries made up 28 per cent of total recruitment, exceeding the target of 20 per cent. On gender balance, UN-Habitat made efforts to identify qualified women at the Professional level. At the end of the biennium, 39 per cent of staff in the Professional category and above were women. Internally, women are being proactively encouraged to apply for senior positions and the vacancies are widely circulated to other agencies, including through the gender focal points to attract a wider female audience.

(d) *Improved alignment of staff resources with the focus areas of the medium-term strategic and institutional plan*

424. A skills inventory and identification of gaps was completed in 2008. Training needs were identified and implementation of training plans is ongoing. Progress on the indicator has exceeded expectations and improved alignment of staff resources to the medium-term strategic and institutional plan is evident after two years: 90 per cent of all Professional posts were reassessed to be aligned with the plan. Gaps in the achievement of the implementation of the plan were identified, and those will be addressed through recruitment and training.

(e) *Increased timeliness of submission of documentation*

425. Some progress has been made in the timeliness of submission of pre-session documents according to the deadline, from 70 per cent to 75 per cent. As part of the ongoing efforts to entrench results-based management in all areas of operations, an improved tracking system for submission of documents to the Governing Council

and the Committee of Permanent Representatives was developed. That initiative is expected to strengthen enforcement of deadline compliance in the next biennium.

(f) Improved monitoring and evaluation of the implementation and outcome of UN-Habitat work programme

426. UN-Habitat has made major strides in strengthening its capacity for results-based monitoring and reporting. Over 100 staff were trained in that area and a Monitoring and Evaluation Policy has been developed. A results framework for the medium-term strategic and institutional plan has been developed with clearly defined strategic results, expected accomplishments and indicators for measuring performance. This now guides all programme development, monitoring and performance reporting. Eight progress reports on the implementation of the plan and country operations were submitted to the Committee of Permanent Representatives. Six strategic evaluations were completed and an external evaluation of the implementation of the plan revealed the extent of progress made in laying the foundation for entrenching results-based management in the Organization.

(g) Improved access and awareness by key partners and the public of current and relevant information on urban and human settlements trends and issues and on UN-Habitat activities

427. UN-Habitat progressed in improving the access and awareness of key stakeholders to information on urban and human settlements through key events, press coverage, web and publication outreach, exceeding established targets in some cases. With regard to World Habitat Day, 109 events were held in 45 countries in 2009 (up from 62 events in 36 countries in 2008). A significant increase in the number of visitors to the public websites was recorded, with more than 3 million visitors. Downloads have also increased, with more than 300,000 publications downloaded in the last six months of the biennium, up from 90,000 in the first six months. Following new branding and outreach strategy of UN-Habitat, media coverage of human settlements issues has been improved. More than nine articles on UN-Habitat flagship reports are recorded in the international press every week, while around the globe, the total number of articles on the topics of the flagship reports and the World Habitat Day has exceeded 10,000.

(h) Effective implementation of a focused and results-based medium-term strategic and institutional plan for 2008-2013 and Resource Mobilization and Communication Strategy

428. Implementation of the medium-term strategic and institutional plan for 2008-2013 is under way, with clear strategic and programme responsibilities established for strategic and institutional "quick wins" and "must do's". The roll-out was supported by four Task Forces with the participation of staff. A results framework for the plan was completed with expected accomplishments and indicators, supported by five policy/strategy papers. On resource mobilization, a new Unit was established. For non-earmarked funds, the target was not fully met, reaching 93 per cent and 98 per cent in 2008 and 2009, respectively. For earmarked resources, the target was exceeded by 36 per cent in 2008. In "branding", the roll-out has been completed resulting in a sharpening of the image of UN-Habitat. The Organization also improved its internal communication and information sharing through the Intranet and regular meetings.

Subprogramme 1
Shelter and sustainable human settlements development

(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve the Millennium Declaration target on slums

429. The number of countries and UN-Habitat partners introducing and adopting improved policies and strategies for slum-upgrading and prevention is increasing: 41 Governments and local authorities are revising or implementing such policies, up from 32 in the last biennium and 40 organizations are now partners of the Global Land Tool Network, which has effectively promoted policy and technical issues to different audiences. As part of the pro-poor property, land and housing strategy, a global constituent group of housing policy experts and organizations has been established. UN-Habitat has mobilized a number of Governments and 32 Habitat Agenda partners to improve regulatory frameworks and capacities for realizing housing, land and property rights. Awareness of arbitrary and unlawful evictions has increased with 32 partners, including 19 Governments taking measures to reduce arbitrary and unlawful evictions (up from 27 in the previous biennium).

(b) Improved capacity for participatory, accountable, pro-poor, gender- and age-sensitive urban governance and planning

430. Tools for urban governance and planning were adopted and are being applied by Governments and Habitat Agenda partners: 40 partners are presently applying and promoting the use of such tools in their urban planning and governance, in particular, the guidelines on decentralization and 60 countries are introducing, revising and implementing policies, legislation and strategies for good urban governance. Progress was made in supporting an integrated approach to improved urban planning, management and governance in 128 cities, including promoting inclusive processes that are pro-poor and gender sensitive. A series of financial management tools developed in 2006 were applied by a number of local governments with growing demand for these tools over the past two bienniums.

(c) Strengthened relationships with local authorities and their associations

431. Adoption and application of the UN-Habitat guidelines on decentralization strengthened the relationship with local authorities and their associations. Eight global and regional organizations of local authorities are participating in the programme of cooperation along the agreed international guidelines on decentralization. Two meetings of experts on decentralization convened in India and Norway in 2008 resulted in the development of strategic frameworks to support implementation of the guidelines. The UN-Habitat improved network of mayors resulted in the signing of the Nairobi Declaration on improving local governance by 32 capital cities during the Regional Conference of Mayors in February 2009.

(d) Improved capacity and national advocacy for urban developments that are more sustainable, safer, less prone to disasters and better able to manage post-conflict and post-disaster situations

432. UN-Habitat has successfully promoted environmentally sustainable urban development, safer cities and disaster management through its different programmes. A total of 24 countries have strengthened their urban environmental management capacity with support from UN-Habitat and UNEP, with focus on the

urban aspects of climate change and biodiversity. Support to prevention of urban violence and crime has expanded to 23 additional municipalities in 7 countries, totalling 125 municipalities in 28 countries, up from 65 municipalities in the previous biennium. Continuing its technical advisory role, UN-Habitat offered services to 21 Governments and partners addressing human settlements facing or recovering from crises. For example, UN-Habitat fielded a team of experts from its programme in Pakistan to assist the Government of China in the efforts to recover from the earthquake in Sichuan province in May 2008.

(e) National and international training and capacity-building institutions strengthened to achieve more impact in meeting present and emerging training and capacity-building needs in sustainable shelter and human settlements sustainable urban development

433. The number of national and international training and capacity-building institutions being strengthened with support from UN-Habitat grew as expected, totalling 102 institutions by December 2009. Present training and capacity-building needs of local governments were addressed by supporting local government training institutes through the provision of training tools, training of trainers as well as institutional support. In post-crisis countries, local government capacity-building addressed urban planning and management, as well as a range of issues such as environment, climate change, gender and local governance.

Subprogramme 2
Monitoring the Habitat Agenda

(a) Improved global awareness among Governments, local authorities and other Habitat Agenda partners on human settlements conditions and trends, including sustainable urbanization and best practices, as well as on progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Declaration targets

434. UN-Habitat contributed towards increasing global awareness among key stakeholders on human settlements conditions and trends, as evidenced by: the rapid increase in media coverage and demand for UN-Habitat main flagship reports, the *State of the World's Cities 2008/2009: Harmonious Cities* and *Planning Sustainable Cities: Global Report on Human Settlements 2009*; resulted in more than 3,000 articles on the flagships reported in the media; urban observatories using urban indicator guidelines, increased from 20 in the last biennium to 136; the number of urban best practices documented and disseminated, increased to over 3,000, up from 2,500; and a total of 24 institutions put to use the flagships reports and the Best Practices Database in their education and training programmes.

(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of the urban and regional economy to national development, with particular attention to rural-urban economic linkages

435. The number of requests for guidelines and policy advice on urban-rural linkages and urban economic issues has increased, which indicates an improvement in the awareness of Governments and Habitat Agenda partners of the need to find suitable policy options for balanced rural-urban linkages and the economic significance of cities. For example, in Uganda and the United Republic of Tanzania, UN-Habitat has provided strategic policy advice on modalities for urban-rural

linkages to a programme supported by the Common Fund for Commodities, FAO, and UNIDO to link rural product to urban markets in the Lake Victoria basin.

(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of mainstreaming of gender, partnerships and youth concerns in human settlements activities

436. Thirty-five human settlements programmes have mainstreamed gender issues and women's empowerment, with the UN-Habitat Gender Equality Action Plan 2008-2013 providing a strategic framework for mobilizing partners. The Opportunities Fund for Youth-Led Development, launched in 2008, will improve the capacity to mainstream youth concerns in implementing the Habitat Agenda. Currently, 18 human settlements programmes mainstream youth concerns. In addition, 67 youth-led initiatives were funded through the Fund. The increase in public-private partnerships to 22 up from 5 has set the basis for the growing involvement of the private sector in human settlement upgrading to the benefit of the poor. The number of UN-Habitat and Habitat Agenda partner programmes that mainstream partnerships with civil society, Parliamentarians and other strategic partners, has increased to 52 up from 38 in the previous biennium.

Subprogramme 3
Regional and technical cooperation

(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters

437. There has been significant progress in the number of countries where UN-Habitat has strengthened the capacity of institutions to develop and implement strategies to reduce urban poverty. By the end of December 2009, UN-Habitat was working with 69 countries on institutional strengthening for sustainable urbanization, up from 49 countries at the end of the previous biennium. Twenty-seven countries have strengthened their institutions' capacity to respond to disasters and reduced vulnerability, and 31 initiatives are supported by UN-Habitat to improve response to natural and man-made disasters.

(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends

438. Progress has been made in developing policies for these areas and intensified with the launch of the Global Campaign for Sustainable Urbanization in 2009. Forty-five countries are in the process of developing and adopting improved urban policies, and 53 countries are in the process of implementing policies and strategies for slum improvement and prevention. The number of UN-Habitat partners monitoring human settlements conditions for policy development and application, has increased to 50, up from 40 partners in the previous biennium. A number of new and long-standing partners were mobilized for the *State of African Cities* report launched in November 2008. For the *State of Asian Cities* report, additional partners were mobilized for the documentation of best practice in housing and urban development.

(c) Improved integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist

439. Urban poverty issues were integrated into 20 national development plans, 10 poverty reduction papers, 23 United Nations development assistance frameworks, and in joint United Nations country team activities in an additional 17 countries. Of the 40 United Nations country teams in which UN-Habitat has played an active role, 33 Habitat country programme documents were developed that are derived from national planning frameworks which provide a foundation for integrating sustainable urban issues into future and additional United Nations development assistance frameworks. This by far exceeded the target of 10 comprehensive country programme documents by the end of 2009.

Subprogramme 4
Human settlements financing

(a) Strengthened institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition

440. UN-Habitat has successfully established the Experimental Reimbursable Seeding Operations Fund, laying a strong foundation for assisting Member States in mobilizing funding for pro-poor housing and related infrastructure. The operational procedures and manual (approved in April 2008) are in place to facilitate project implementation. Projects were confirmed in the United Republic of Tanzania, Bangladesh, Kenya, Uganda, Nepal, Nicaragua and Palestine — exceeding the target of four countries, with a confirmed leveraging rate of 6.7 dollars for every dollar invested for the first two projects.

(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure

441. An increasing number of countries are working with UN-Habitat to strengthen financing mechanisms for housing and related infrastructure reaching 28 countries up from 15 in the last biennium. Through UN-Habitat Slum Upgrading Facility and Experimental Reimbursable Seeding Operations investments in low-income and slum upgrading projects, $5 million was leveraged. There has been marked progress in executing bankable projects through the Slum Upgrading Facility. Four countries (Ghana, Indonesia, Sri Lanka and the United Republic of Tanzania) were piloted for innovative financing mechanisms, and progress is encouraging. Nine countries made policy changes with relevant institutional changes to facilitate the mobilization of public and private capital for affordable housing and related infrastructure. Notable progress has also been made in expanding partnership and collaboration on innovative financing mechanisms, including support from the Rockefeller Foundation.

(c) *Improved capacity and environment to facilitate the provision and access of infrastructure and basic services in urban settlements of different sizes, especially safe drinking water and sanitation, to achieve the Millennium Declaration target*

442. A total of 28 countries (8 in Asia, 3 in Latin America and the Caribbean and 17 in Africa) are working with UN-Habitat to implement programmes for expanding access to environmentally sound urban infrastructure and basic services. Capacities of 92 partner institutions were strengthened through the Water and Sanitation Programmes and 1.03 million additional people are receiving safe drinking water and basic sanitation. Thirty-four urban centres are benefiting from national policy reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure. Capacity-building of energy, transport and water utilities was integrated into the ongoing urban infrastructure and urban basic services programmes. Five countries are working with UN-Habitat on energy audits for water and sanitation and public and non-motorized transport.

(d) *Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance*

443. The biennium has seen the strengthening of existing partnerships and diversification into new types of partnerships that include development banks and private sector institutions, with a total of 15 partnerships of this type. Geographical expansion has also been noted. In addition to the agreements with the Asian and African Development Banks, a major achievement is the agreement with the Inter-American Development Bank for extension of the water and sanitation into Latin American and Caribbean countries. The programme has developed three projects in three countries of the region in collaboration with the national Governments, municipalities and local institutions including NGOs. Despite the financial crisis, UN-Habitat has mobilized $168 million from international and regional financial institutions for affordable housing and infrastructure.

Section 16
International drug control, crime and terrorism prevention and criminal justice

Highlights of programme results

444. The United Nations Office on Drugs and Crime continued to contribute to enhancing knowledge and cross-sectoral trends in order to ensure effective international community response to drugs, crime and terrorism. Increased use of the publications of the Office was evidenced by the increased number of websites referring/linking to the website of the Office, a number that doubled since 2007 (from 4,100 to 8,651). The flagship publication *World Drug Report* received extensive media coverage. Progress towards improving scientific and forensic capacity of Member States to meet internationally accepted standards was shown by 286 institutions requesting technical information and materials through the Office.

445. The Office supported Member States in the ratification and implementation of international treaties and the development of domestic legislation on drugs, crime and terrorism. A total of 143 States parties have ratified the United Nations Convention against Corruption, and 39 countries reported on their efforts to adopt measures to implement the Convention and/or to incorporate its provisions into their national legislation and institutional system. Several tools were developed and disseminated to support the implementation of the Convention, including a self-assessment checklist and a technical guide. An Implementation Review Mechanism was also established. A total of 117 new ratifications undertaken by Member States and a total of 69 countries have new or revised counter-terrorism legislation in different stages of adoption. The number of States parties to the United Nations Convention against Transnational Organized Crime has steadily increased to 153. The fourth session of the Conference of the Parties created a great impetus to better implement the Convention and promote its international cooperation provisions. With the relaunch of the website the number of visits gradually rose from 200,000 in January 2008 to 307,000 in December 2009. The Office proceeded with transforming its diverse project portfolio into an integrated model (regional/thematic programmes) to eventually incorporate all projects.

446. The Office has been working closely with Member States and regional organizations to develop and implement regional programmes to promote the rule of law and human security in Africa, Asia, Central and Latin America, and South-Eastern Europe, in line with the Economic and Social Council resolution 2009/23, entitled "Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime". This programme approach ensures ownership by partner countries through the alignment with regional/national policies and priorities and linkage of the normative and operational aspects of the work of the Office and ensures more effective cooperation with other United Nations entities and multilateral donors.

447. The Office was successful in drawing the attention of the international community to the security problem in West Africa related to illicit trafficking and transnational organized crime. A number of regional initiatives led to concrete action. In addition, new regional programmes were developed, finalized and endorsed at the ministerial level. These were further launched with integrated programmatic objectives that addressed transnational organized crime and illicit trafficking, justice and integrity, and drug dependence treatment and care, for East Africa, the Balkans, the Caribbean, Central America, and East Asia. The first-ever Regional Intelligence Centre in Almaty, built with expert assistance from the Office, for Central Asian countries, was inaugurated. The first-ever joint counter-narcotics operations were undertaken by Afghanistan, the Islamic Republic of Iran and Pakistan, under the triangular initiative of the Office.

Challenges and lessons learned

448. Data collection, analysis and reporting have improved, but still more work is needed to fill the gaps. National legislation on importation of controlled substances for scientific purposes in some Member States hindered the participation of their laboratories in the International Collaborative Exercises. The depth of the Conventions and the growing number of ratifications warrant a robust enhancement of the capacity of the Office to provide a broader set of legal and technical assistance to respond to the requests and needs. Strengthening national counter-

terrorism criminal justice capacities in a comprehensive and sustainable manner needs to be undertaken in parallel with continuation of ratification and legislative drafting assistance. A key challenge continues to be an adequate level of funding for core infrastructure and the achievement of a more sustainable balance between programme and core funding.

Output implementation rate

449. The above-cited results are based on the implementation of 89 per cent of 1,449 mandated, quantifiable outputs.

450. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 16)).

Executive direction and management

(a) Programme of work is effectively managed

451. Programme implementation rate of 106 per cent was achieved at the end of the biennium. United Nations Office on Drugs and Crime management used a number of tools to monitor and ensure that decisions and programmed activities were implemented as planned. These tools include ExTrack, which tracks the implementation of decisions made by the Executive Committee, and a follow-up tool used by the Executive Director to monitor implementation of key activities.

(b) Timely recruitment and placement of staff

452. Effective on 31 December 2009, the average number of days a Professional post remained vacant in the United Nations Office on Drugs and Crime was 113, which falls within the target of 120 days specified in the Human Resources Action Plans.

(c) Improved geographical representation and gender balance of staff

453. The Office used outreach mechanisms to attract potential applicants from unrepresented and underrepresented Member States as well as female applicants working outside the United Nations common system. Of the 33 new staff appointed at the Professional and higher category, 5 were from underrepresented Member States. The representation of women in the Professional and higher category on appointment of one year or longer stood at 51 per cent as at 31 October 2009. Owing to the harmonization of contractual arrangements into one Staff Rule series effective 1 July 2009, the percentage accounts for both Professional and higher category staff (previously 100 series SR) as well as former 200 series L-staff. Of 33 new staff members appointed or transferred to the Office in 2009, 11 were women (29 per cent).

(d) Identification of emerging issues that require attention by Member States

454. In 2008-2009, the Executive Director briefed various groups of Member States on emerging United Nations Office on Drugs and Crime issues on 31 occasions. The briefings to various groupings of Member States are consultations that are part of a continuous process that seeks the guidance of Member States as well as their political support in implementing the particular activities or initiatives.

Subprogramme 1
Research, analysis and advocacy

(a) Increased use of the evidence base by the international community to counteract drug, crime and terrorism problems

455. Increased use of United Nations Office on Drugs and Crime research publications was evidenced by the growing number of web sites referring/linking to the website of the Office, the number doubled since 2007 (from 4,100 to 8,615), as well as by the high number of downloads of research publications. The flagship publication *World Drug Report* received extensive media coverage. The statistics and drug trends reported therein contributed to the evaluation of drug control after the twentieth special session of the General Assembly. The Office worked on improving crime data collection and making data available to the public and policymakers. In 2009, the Office published a study on the state of the world's response to human trafficking.

(b) Improved national scientific and forensic capabilities

456. Progress towards improving the scientific and forensic capacity of Member States to meet internationally accepted standards was made through more than 286 institutions (down from 299 in 2006-2007) requesting technical information and materials through the Office. The International Collaborative Exercises recorded a 100 per cent increase in the number of participating laboratories over the target figure of 65 for the biennium. A total of 694 standard and 272 pocket-sized drug and precursor field testing kits were produced and distributed to law enforcement agencies in 37 Member States. Training courses and workshops brought together scientists at the regional level, and scientists and their clients at the national level, and increased cooperation and networking. The Asian Forensic Sciences Network was inaugurated with the facilitation of the Office.

(c) Increased support for national drug control, crime prevention and criminal justice activities

457. The number of official pledges and funding agreements signed in 2008-2009 was 610, including donors such as Governments, United Nations system agencies and other international organizations, private foundations, NGOs and private companies. Voluntary donor contributions amounted to $475.5 million, of which $24.5 million was for general purpose funds. The major donor group contributed 60 per cent, emerging and national donors 31 per cent, while other donors such as United Nations system agencies, private companies and foundations accounted for 9 per cent.

(d) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations as well as the relevant United Nations standards and norms in crime prevention and criminal justice

458. With the relaunch of the United Nations Office on Drugs and Crime website, the number of visits rose from 200,000 in January 2008 to 307,000 in December 2009. Radio and television products were distributed to local and international networks reaching at least 76 countries. The Office is now distributing broadcast materials more effectively by securing longer air-time for radio and TV on large international networks. Further, the Office has increased the number of audiovisual

materials for its online audience to follow trends in viewership. In 2009, the Office formally began using social media sites and networks, adding Flickr, Facebook, YouTube, and Twitter to bring its message to a wider and simultaneously more specific audience. Our loyal membership in these networks has added over 30,000 daily users to our various online groups and feeds.

Subprogramme 2
Services for policy-making and treaty adherence

(a) Enhanced quality of services provided for decision-making and policy direction by the Commission on Narcotic Drugs, Commission on Crime Prevention and Criminal Justice, the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto in force and the Conference of States Parties to the Convention against Corruption in force as well as for the implementation of the work of the International Narcotics Control Board

459. The high quality of services provided to treaty-based organs and governing bodies related to drugs, crime and terrorism, was confirmed by a survey conducted during the fifty-first session of the Commission on Narcotic Drugs showing that 85 per cent of the members of the extended bureau of the Commission expressed full satisfaction with the quality of services provided. The survey conducted during the seventeenth session of the Commission on Crime Prevention and Criminal Justice also showed that 85 per cent of the members of the extended bureau of the Commission expressed full satisfaction with the quality of services provided. Concerning the servicing of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, the feedback on preparation, documentation and outcome of the Conference of the Parties was very positive.

(b) Enhanced drug control and strengthened legal regimes against crime, corruption and terrorism

460. The Terrorism Prevention Programme has contributed to the improvement in the status of ratification of the universal legal instruments against terrorism. During the period from January 2008 to December 2009, about 117 new ratifications of the universal anti-terrorism instruments were undertaken by Member States, with which the Office had conducted technical assistance activities. As of December 2009, 106 countries have ratified all of the first 12 universal anti-terrorism instruments, and 58 countries have ratified the International Convention for the Suppression of Acts of Nuclear Terrorism (the thirteenth instrument). The biennium saw 36 States parties joining the United Nations Convention against Corruption. The total number of States parties is 143 as of December 2009.

(c) Enhanced capacity of Member States to comply with the provisions of the international instruments on drug control, crime, corruption and terrorism

461. From January 2003 until December 2009, 69 countries have taken steps to incorporate the provisions of the universal legal instruments into national legislation (at least 31 countries have adopted counter-terrorism legislation, and 38 countries are in various stages of preparing new or revised legislation). The United Nations Office on Drugs and Crime has contributed in strengthening the capacity of the national criminal justice system to implement the legal regime against terrorism in a 100 countries through the national and subregional/regional level approach. During

the biennium, 39 countries reported on their efforts to adopt measures to implement the United Nations Convention against Corruption and/or to incorporate its provisions into their national legislation and institutional system. An implementation review mechanism was also established.

(d) Strengthened criminal justice systems through effective use and application of standards and norms

462. During the first year of the biennium 2008-2009, the Office has provided advice to several countries (13) to enhance their capacity to administer criminal law and reduce crime in line with relevant existing standards and norms in crime prevention and criminal justice. In particular, attention has been paid to post-conflict countries (namely, Afghanistan and Guinea-Bissau). Relevant expertise was also provided through the development of specific tools (i.e., model laws, handbooks) to assist countries in using and applying standards and norms in crime prevention and criminal justice.

Subprogramme 3
Technical assistance and advice

(a) Enhanced application of the rule of law

463. With respect to criminal justice reform, in 2008, four handbooks, an updated toolkit, training tools and tools already published were issued in all United Nations official languages. In 2009, three additional tools were issued that were used by approximately 40 countries as part of technical advice and programmes provided.

(b) Strengthened capacity of Member States to adopt and implement prevention and rehabilitation strategies against illicit drugs and crime

464. During the biennium, the Office expanded the quality and the coverage of services in 94 countries on drug use prevention, drug dependence treatment and care, HIV/AIDS prevention, treatment, support and care in the communities, in prison settings and among people vulnerable to drug trafficking, thus promoting a health-oriented approach to drugs and crime. Sixty one per cent of Member States were supported to develop, implement, monitor and evaluate drug prevention and drug dependence treatment and care programmes in line with the Declaration on the Guiding Principles of Drug Demand Reduction (General Assembly resolution S-20/3). In the area of HIV/AIDS, during the biennium, the Office has assisted over 50 countries in mobilizing resources, establishing multisectoral working groups, assessing programmatic needs and building capacity for the development and implementation of comprehensive packages of HIV/AIDS prevention, treatment, support and care. The Office first put in place and then supported and expanded the development and implementation of the following national HIV/AIDS programmes: prevention and care services for injecting drug users in 20 countries, prevention and care programmes in prisons in 15 countries and programmes for victims of human trafficking in 7 countries. Support has also been provided to countries for the development of human rights-based, gender-responsive and equitable AIDS policies and programmes in line with human rights treaties and other related international standards and to build the capacity of civil societies to reduce stigma and discrimination and improve access to HIV services for these most at-risk population groups.

(c) Enhanced capacity of Member States to enforce measures to counter criminal activity, including corruption, money-laundering, trafficking in human beings, smuggling of migrants and firearms, and illicit drug production and trafficking

465. Within the framework of its technical assistance projects on trafficking of persons and smuggling of migrants, the Office worked with more than 80 Member States to enhance their capacity in this area by delivering specialized training, developing tools, providing in-depth training modules and publishing handbooks for Parliamentarians. In the area of criminal justice reform and anti-corruption, the Office also continued to provide support through technical assistance projects to strengthen integrity and transparency of domestic criminal justice institutions, to provide advisory services and other technical inputs to more than 50 Member States, including post-conflict and transitional countries, in the areas of anti-corruption and good governance, criminal justice reform, with a particular focus on penal reform, juvenile justice and victim assistance and crime prevention. Various publications, handbooks and training tools were also published for the enhanced capacity of Member States.

(d) Reduction in illicit crop cultivation through alternative development and sustainable livelihoods

466. To reduce global illicit crop cultivation through alternative development and sustainable livelihoods, the Office focused its efforts on raising awareness of the international financial community to incorporate development-oriented drug-control approaches into wider development country strategies. In this area, the Office has sponsored a formal round table, shared best practices and lessons learned, held technical meetings, seminars and field visits, and promoted the South-South cooperation. To take advantage of the important work done in Peru in creating farmer-led small business enterprises, a seminar was held for 17 participants from China, Colombia, Ecuador, the Lao People's Democratic Republic, Myanmar and Thailand, and a field visit was undertaken to various farming villages that are implementing alternative development projects.

(e) Enhanced capacity of transit countries in their fight against illicit drug trafficking

467. The Office also continued to implement capacity-building programmes to enhance the capacity of transit countries in their fight against illicit drug trafficking through the Global Container Programme (to establish and train specialist drug interdiction units at principle container ports in four transit countries) and Paris Pact Initiative (to raise donor's attention of the needs of affected transit States to combat illicit drug trafficking). The Paris Pact Initiative also offered the Automated Donor Assistance Mechanism that brings more focused donor contributions and the Office's programme assistance.

Section 17
Economic and social development in Africa

Highlights of programme results

468. The technical expertise and comparative advantage in knowledge generation, advocacy and capacity-building of the Economic Commission for Africa continued to be widely recognized throughout the region. The annual Conference of African

Ministers of Finance, Planning and Economic Development provided a comprehensive framework for action in addressing a number of important challenges such as growth and poverty reduction; productive employment; social development, including legal empowerment of women; governance; agriculture, climate change; and financing for development. On regional integration, ECA continued to support integration institutions and promote transboundary cooperation in areas such as mining, water, energy, transport, and trade facilitation.

469. That support included technical assistance to the African Union Commission and support across sectors and, in the particular case of the regional economic communities, the adoption of multi-year programmes spearheaded by the ECA subregional offices. Successful outcomes of these multi-year programmes included the decision of the Common Market for Eastern and Southern Africa (COMESA), the Southern African Development Community (SADC) and the East African Community (EAC) intended to harmonize their trade policies by establishing a single free trade area.

470. ECA conducted several capacity-building activities aimed at increasing Africa's share of international trade. Those included training in formulating negotiating strategies for WTO and other bilateral trade negotiations. ECA also assisted African countries in articulating a common position for the implementation, monitoring and review of the Aid-for-Trade initiative. In developing a continental response to the recent economic and financial crisis, ECA contributed to several consultative meetings and prepared background documents that informed Africa's participation in the Group of 20 Summit in London in April 2009.

471. To help Africa to address the challenges of climate change, ECA contributed to the elaboration of an African negotiating position, which was adopted by the African Union Summit in July 2009 to ensure adequate reflection of the region's concerns in the Copenhagen global agreement on climate change. Together with the African Union Commission and the African Development Bank (AfDB), ECA established the African Climate Policy Centre, to ensure effective integration of climate information and services into development planning, policies and programmes in Africa. In promoting good governance, ECA facilitated democratic dialogue and better policy articulations in 28 African countries. The *African Governance* report remains the most comprehensive report to help gauge progress related to governance in the continent.

Challenges and lessons learned

472. The outbreak of the global economic and financial crisis called for ECA to scale up its support to African countries, including providing rigorous analysis on the implications of the crisis for African countries and how best to respond to it. Overall, the implementation of the work at the subprogramme level was constrained by inadequate resources attributable mainly to work on emerging challenging areas such as the impact of rising food and oil prices and climate change, which relied entirely on extrabudgetary resources mobilized gradually in the course of the biennium. A more effective and forward-looking resource mobilization strategy would help address this recurrent constraint. There is a need to establish better knowledge-sharing within ECA and with other organizations, policymakers and research institutions in order to bridge research and development policy and find

more effective ways of transmitting policy recommendations and lessons learned to policymakers.

Output implementation rate

473. The above-cited results are based on the implementation of 91 per cent of 358 mandated, quantifiable outputs.

474. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 17)).

Executive direction and management

(a) Programme of work is effectively managed

475. ECA implemented 93 per cent of the programmed outputs and also delivered 22 additional outputs at the request of member States and partnering institutions. The main reasons for the 6 per cent of outputs that were postponed was attributable to programmatic issues that resulted from the ECA enhanced partnership with the African Union Commission and AfDB as well as with major regional economic communities. The enhanced partnership revolved around flagship activities such as the joint preparation and issuance of major publications. Postponed outputs to be implemented during the first quarter of 2010 will include special events, group training activities and field projects, all of which have been mostly extrabudgetary activities.

(b) Improved geographical representation and gender balance of staff

476. Out of the new recruits in 2008, 15 per cent were from underrepresented member States, 75 per cent were from within-range member States and 10 per cent from overrepresented member States, while 13.3 per cent of the new recruits in 2009 were from underrepresented member States. Thirty per cent female candidates have been recruited in 2008 compared to 28 per cent in 2007.

(c) Identifying and addressing emerging and persistent issues that require attention by member States

477. The two annual sessions of the ECA Conference of African Ministers of Finance, Planning and Economic Development addressed the new and persistent challenges that Africa faces in the twenty-first century and the new international economic environment and enhancing the effectiveness of fiscal policy for domestic resources mobilization. In the Consensus Statement adopted by the Conference in 2008, African ministers recognized the need to implement strategies to achieve sustained, shared and broad-based growth in order to accelerate progress towards the Millennium Development Goals. The 2009 session of the Conference culminated in a Ministerial Statement, including recommendations to address the financial and economic crisis, which were also endorsed by the African Union Summit in July 2009.

(d) *Enhanced policy coherence in the management of the economic and social activities of the United Nations system in Africa*

478. The regional consultation mechanism, which is a framework for consultations trying to fast-track programme implementation of United Nations system-wide support to NEPAD, has been transformed into a substantive coordination machinery, instead of a consultative one. The level of attendance at meetings of the mechanism has increased and its ninth and tenth meetings — which were both chaired by the United Nations Deputy Secretary-General and co-chaired by representatives of African organizations — attracted over 200 high-level participants. Nine thematic clusters have been established around the priority areas of NEPAD. Cluster meetings have become more structured and regular and the overall coordination of United Nations support to the African Union and its NEPAD programme has been enhanced, as well as e-discussions on the thematic areas of the mechanism have been facilitated.

(e) *Enhanced promotion of ECA activities and policy positions*

479. The Information and Communications Service has been providing strategic support for an effective implementation of the ECA information and communications strategy, inter alia, including the following activities: a promotional plan for events in local and international media; the distribution of relevant documentation related to conferences and meetings to media; the preparation and dissemination of press releases and articles, and so on. Major special events such as the fiftieth anniversary of the United Nations Day/ECA; International Human Rights Day; and Third African Economic Conference have contributed to a repositioned image of ECA vis-à-vis its stakeholders.

Subprogramme 1
Trade, finance and economic development

(a) *Improved capacity of member States to design, implement and monitor sound macroeconomic policies and better institutional frameworks, in order to achieve sustainable development, consistent with the priorities of NEPAD*

480. The subprogramme contributed to the improvement in macroeconomic policy in Africa, especially through the yearly flagship publication, the *Economic Report on Africa*, and the technical papers presented at the annual Conferences of African Ministers of Finance, Planning and Economic Development. The *ERA 2009* highlighted policy recommendations and strategies for African countries to develop the agriculture sector, through regional value chains, as a basis for long-term growth and development. The *African Economic Outlook* report provided a detailed analysis and evidence-based policy advice on key development challenges on African economies. On the issue of promoting macroeconomic policy convergence in Africa, the subprogramme undertook assessment studies and a survey on macro policy frameworks in African countries. A training workshop was also provided to 17 Government officials and staff of national policy research institutions in Eastern and Southern Africa for designing effective macroeconomic policies.

(b) Improved capacity of African countries to participate effectively in bilateral, regional and multilateral trade negotiations

481. The subprogramme has contributed to enhancing the knowledge and analytical capacity of African trade officials and trade negotiators on trade-related issues, including for the WTO processes and systemic issues, evidenced by African countries' increased participation in bilateral and multilateral trade negotiations. The subprogramme, in partnership with the African Union Commission, also prepared an audit report of the Interim Economic Partnership Agreements and draft recommendations on the way forward for the negotiations on the Economic Partnership Agreements. The results have been recognized and acknowledged by the African Ministers of Trade and Finance. The ad hoc expert group meeting on the topic "Reaping the benefits of the Economic Partnership Agreements" (Addis Ababa, October 2008) produced a harmonized and integrated framework for comprehensive negotiations on the Agreements. Through another ad hoc expert group meeting (Geneva, September 2009), recommendations on WTO negotiations were synthesized for the region.

(c) Increased capacity to develop and implement trade and development finance policies and programmes to promote international competitiveness

482. The subprogramme presented a report on the Monterrey Consensus and development in Africa at the Conference of African Ministers of Finance, Planning and Economic Development in 2008. A special session on Africa regional review on financing for development was also convened during the Conference. The Ministerial Conference on the Global Financial Crisis and the Implications for Africa, organized by ECA (Tunis, November 2008), resulted in the adoption of a communiqué regarding actions to be taken by African countries to mitigate the negative impacts of the financial crisis. The outcome of an expert group meeting on financing for development and fiscal policy (Abuja, February 2009) was presented at the annual session of the Commission (Cairo, June 2009). The subprogramme organized a workshop (Addis Ababa, April 2009) on the topic "Mainstreaming gender into trade policy", resulting in an improvement of the participants skills in mainstreaming gender into trade.

(d) Increased capacity to design and implement policies and programmes that create an enabling environment for enhancing the international competitiveness of African industrial and other productive sectors in order for member States to benefit from globalization

483. An expert group meeting on macroeconomic policy, productive capacity and growth in Africa (Addis Ababa, November 2008), concluded that African economies should undergo structural transformation on many fronts, especially with a focus on pro-poor or shared growth, investment and public goods, creation of secure employment and livelihood in both rural and urban areas. The meeting contributed to increasing the participants' capacity regarding research, design and implementation of policies and programmes for enhancing competitiveness of African industrial and other productive sectors.

Subprogramme 2
Food security and sustainable development

Improved national capacity for designing and implementing policies that take into account the interrelationships between agriculture and the environment, to be used in national sustainable development plans and strategies and other national plans and strategies to achieve food security and sustainable development

484. Member States of the Commission adopted the ECA-advocated regional approach to agricultural development and transformation in Africa. The 19 member countries of COMESA have undertaken, with support from the subprogramme, translating the ECA-advocated strategy into the construction of a common agricultural market of strategic food and agricultural commodities. The member States also adopted the African Union Commission-ECA-AfDB African Land Policy Framework and Guidelines. Similarly, the member States adopted a common African position for negotiations towards the post-2012 global agreement on climate change. The Commission on Sustainable Development at its seventeenth session adopted policy options and other practical measures to expedite food security and sustainable development.

Subprogramme 3
Governance and public administration

(a) *Enhanced institutional and organizational capacities for democratic governance, human rights and peacebuilding to enable African States to implement regional and international goals and commitments, including the New Partnership for Africa's Development, the African Peer Review Mechanism and the targets of the Millennium Declaration*

485. ECA, through its project on assessing and monitoring the progress towards good governance in Africa, facilitated democratic dialogue, better governance and policy articulations in 32 African countries where the national country reports were produced for the *African Governance Report*. In conducting the national country reports which included survey design, training and launching workshops, the institutional capacity of 32 member States for implementing democratic governance, human rights, peacebuilding, regional and international goals and commitments, including the African Peer Review Mechanism and the targets of the Millennium Declaration, has been improved. Through ECA support, the African Peer Review Mechanism secretariat was able to conduct country review and support missions in more than 14 countries.

(b) *Increased capacity of African countries to enhance performance and promote a sense of responsibility, ownership, accountability and transparency in their civil service and public organizations*

486. An international conference was convened on the topic "Institutions, culture and corruption in Africa", which was co-organized with the Council for the Development of Social Science Research in Africa. The Conference resulted in promoting an African led discourse on corruption, through 55 conference papers; also resulted to new policies, strategies and initiatives in tackling the problem of corruption on the continent and engaging the major stakeholders in the anti-corruption agenda. Concrete anti-corruption measures and reforms are being undertaken evidenced by the number of African countries that have ratified both the

African Union Convention on Preventing and Combating Corruption and the United Nations Convention against Corruption. In the area of enhancing service delivery, ECA has produced a publication entitled "Innovation and best practices in public sector reforms".

(c) *Enhanced partnerships between the private and public sectors, and civil society in the formulation and implementation of development policies and programmes as well as service delivery*

487. Field missions undertaken by ECA in collaboration with a group of public-private sector partnerships experts (sponsored by the Government of the Republic of Korea) in seven SADC countries have enhanced the capacity of member States to implement the regionally agreed key strategic approaches in sectors such as infrastructure and energy development by identifying and recommending modalities to handle risk factors and financing constraints. The subprogramme, in collaboration with the Government of the Republic of Korea, organized a Korean-Africa Business Forum — "guided business tour", aimed at the private sector development. The subprogramme has facilitated collaboration between entrepreneurs. In the area of capacity-building, the subprogramme outputs resulted in building the capacity of African small and medium-sized enterprises in two areas, namely: small and medium-sized enterprise networks, and the utilization of trade opportunities.

Subprogramme 4
Information and science and technology for development

(a) *Improved capacity of African countries to formulate and implement inclusive and gender-sensitive policies and strategies designed to harness information for development*

488. Information and science and technology for development fulfilled its objectives in improving member States' capacities to formulate and implement policies and strategies for information for development. Through the subprogramme's support, four additional countries (from the 2007 baseline of 26 to 30 countries) formulated national information and communication infrastructure and spatial data infrastructure policies and plans. As a result of the long consultative processes and with the support of the Governments of Canada and of Finland, the subprogramme assisted: four countries (Côte d'Ivoire, Gambia, Nigeria and Sierra Leone) which initiated and/or completed national information and communication infrastructure and/or spatial data infrastructure policy frameworks; three additional countries (Benin, Mali and the Niger) who developed sectoral strategies in e-Government, e-education and e-health strategies; and Benin's e-education strategy as implementing pillars of its national information and communication infrastructure plans.

(b) *Improved availability and use of information for development at the national, subregional and regional levels*

489. Improved availability and use of information for development was achieved through the development of knowledge resources, capacity-building activities and pilot projects addressing knowledge economy issues. Six additional initiatives were designed, reaching the final target of 30 initiatives and pilot programmes (baseline of 24 in 2007), including additional capacity-building programmes. For example,

ECA launched the African Cybersecurity Strategy, which resulted in advocacy and policy analysis work enabling Burkina Faso, Ghana, Kenya and Mozambique to analyse policy, legislative, regulatory and infrastructure requirements. Another initiative through the subprogramme (funded by Canada) assisted Kenya, Senegal and South Africa in developing m-banking and transactions. As a result of this assistance, capacities of policymakers from these countries were strengthened and institutional measures were taken to set up national authorities on cybersecurity.

(c) Improved capacity of member States to design and implement policies and programmes related to the promotion of appropriate science and technology to address Africa's development challenges and priorities

490. The subprogramme launched the Science with Africa initiative during the Science with Africa Conference in March 2008 that gathered more than 800 participants who were given the opportunity to explore ways in which science, technology and innovation can be used for accelerated economic growth in Africa. Ten countries (the Congo, Ethiopia, Gambia, Ghana, Malawi, Mali, Nigeria, Rwanda, Swaziland and Zambia) embarked on a process to adapt that regional framework into national science, technology and innovation systems. In addition, Mozambique also benefited from ECA assistance to operationalize the Mozambique Science, Technology and Innovation Strategy. The subprogramme is helping to build an electronic community around Africa's science agenda through its outreach activities such as: the production of the *Science with Africa Newsletter*; creation of a science and technology online platform and the promotion of online discussions on science and technology for development in Africa.

Subprogramme 5
Economic cooperation and regional integration

(a) Strengthened national capacity for policymaking in the areas of intra-African trade for development and regional integration

491. The subprogramme strengthened the knowledge and awareness of countries, and thereby contributed to enhancing national capacity for policymaking in the areas of intra-African trade for development and regional integration. Five countries (Burundi, the Democratic Republic of the Congo, Rwanda, the United Republic of Tanzania and Uganda) have adopted the agreement governing the Central African Corridor Transport Facilitation Agency, which promotes efficient transit transport systems in order to improve the competitiveness of the central corridor. Another two countries (Burundi and the United Republic of Tanzania) have ratified the agreement. The subprogramme supported: COMESA (19 countries), SADC (14 countries) and EAC (5 countries) in the creation of a common free trade area, which is expected to enhance market integration and intra-African trade.

(b) Increased national capacity in adopting policies and implementing programmes for infrastructure and natural resources development and other regional public goods with a view to promoting intraregional trade and regional integration

492. With a view to promoting intraregional trade and regional integration, the subprogramme undertook or initiated activities aimed at increasing national capacity in adopting policies and implementing programmes for infrastructure and natural resources development. In contributing to achieve the expected accomplishment, the

subprogramme, in collaboration with Sub-Saharan African Transport Policy and Programme organized, in October 2009 in Addis Ababa, a meeting on transport development in Africa. The meeting was attended by experts from the regional economic communities, other regional organizations and member States.

Subprogramme 6
Gender and women in development

(a) *Increased gender mainstreaming in national policies, programmes and strategies for poverty reduction and achievement of the targets of the Millennium Declaration*

493. Owing to the technical support provided by the subprogramme, the Ghana Bureau of Statistics recruited a gender expert who is assisting with mainstreaming gender in the statistical work of the institution. Djibouti has committed to use the Time-Use Household Survey as part of the National Action Plan to reform the statistical system. A regional plan of action has been put together by the following regional economic communities to mainstream gender in the work of their institutions that will lead to better mainstreaming of gender in the member States' policies and programmes: Arab Maghreb Union, the Community of Sahel-Saharan States, ECOWAS, EAC, the Economic Community of Central African States (ECCAS), the Economic and Monetary Community of Central Africa (CEMAC) and IGAD. The ECOWAS Gender Centre put in place a gender policy strategic plan that will lead the institution's programme on gender.

(b) *Improved ability of member States to implement and monitor regional and global resolutions, conventions, instruments and protocols on women's human rights*

494. Forty-four countries submitted their reports in the implementation of the Beijing Platform of Action for the 15-year review. Countries realized the importance of monitoring and reporting on their ability to implement the global and regional instruments. Through the subprogramme's assistance, an increased number of countries have developed gender policies, adopted the Convention on the Elimination of All Forms of Discrimination against Women, as well as acceded to the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. As a result, Mauritius developed its national gender policy and adopted it in 2008, Uganda developed its national action plan, and the SADC region has gone further to adopt the SADC Protocol on Gender and Development, in 2008.

Subprogramme 7
Subregional activities for development

Subregional activities in North Africa

(a) *Enhanced capacity of member States, the Arab Maghreb Union (UMA), the Community of Sahel-Saharan States and other intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional development priorities in North Africa, including water resources development management and utilization; migration, employment and job creation; trade (intraregional and world trade); and information and communication technologies development*

495. Progress was made in enhancing member States capacities through an increased number of missions (10 missions during the biennium 2008-2009

compared to 5 during the biennium 2006-2007). These advisory services and other activities such as the multi-year programme for Arab Maghreb Union, sectoral meetings and publications contributed to enhancing capacities of member States and the Union. For example, the mission to Mauritania was conducted to enlighten policymakers about the need to develop the area of statistics and draw on the Moroccan experience.

(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in North Africa

496. The results achieved are positive in the light of the performance indicators. Three networks and three agreements were registered as a result of the support of the subregional office for North Africa. The move of the office to Rabat contributed to stimulating partnerships at the subregional and country levels. The implementation of the multi-year programme, the promotion of dialogue between policymakers and professional associations resulting from the subregional office's Knowledge Management initiatives; and the Intergovernmental Committee of Experts round-table meetings on regional integration helped to strengthen the UMA general secretariat and the capacity of the member States to formulate policies, particularly in the areas of food security. Another example is the creation of Centres for Young Managers, Maghreb, with the support of the subregional office and the collaboration between the Centres for Young Managers in Algeria, Morocco and Tunisia.

(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities

497. The Intergovernmental Committee of Experts has discussed and taken positions on selected themes: small and medium enterprises; integration; employment; and training and has received the recommendations and suggestions concerning the management of the office. The themes were selected from the major issues that the countries of the subregion consider as their main priorities. As the Intergovernmental Committee of Experts meetings are organized before the Conference of Ministers, a better synergy is created between the two events, and as a result between the subregional and regional debates.

Subregional activities in West Africa

(a) Enhanced capacity of member States, the Economic Community of West African States, the West African Economic and Monetary Union (UEMOA), intergovernmental and civil society organizations to formulate and implement policies and programmes on issues dealing with food security and environmental sustainability; private sector development and investment promotion; employment and poverty reduction; and post-conflict reconstruction, recovery and development

498. West Africa has prepared and disseminated various publications and organized five ad hoc expert group meetings, and also provided technical assistance and advisory services to the ECOWAS Commission, the NEPAD-African Peer Review Mechanism secretariat and to various member countries. In addition, the subregional

office for West Africa implemented field projects on institutional strengthening for ECOWAS, the West African Economic and Monetary Union and the Mano River Union secretariat; on the West African information and knowledge management platform on regional economic cooperation and integration and on the governance system and African wealth-creation and retention strategy. The achievements presented above have reinforced the capacities of the regional economic communities, civil society organizations and other intergovernmental organizations in the areas of strategic planning and the coordination and harmonization of regional integration programmes. It has also helped in enhancing capacities of the private sector, NGOs and academia in the subregion.

(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes designed in collaboration with ECOWAS and contribute to the implementation of the existing ones formulated within the framework of NEPAD

499. During the biennium, the ECA subregional office for West Africa continued to strengthen the network among member States, the regional economic communities, intergovernmental organizations and non-governmental organizations, particularly regarding knowledge-sharing on the Millennium Development Goals, climate change adaptation policies and policy responses to mitigate the negative effects of the global financial crisis on West African economies. The office also prepared, with the ECOWAS Commission, a joint report on the economic and social conditions in West Africa; organized jointly the second West African Business Forum four ad hoc expert group meetings; and undertook circular missions to six member States to sensitize on the African wealth-creation and retention strategy, a landmark development tool developed by the office. In addition, significant progress has been made in the dissemination of office publications and of the ECA headquarters divisions. A list of end-users has been established and dissemination is done electronically.

(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda including member States, regional economic communities, civil society organizations and other subregional entities

500. During the biennium, in addition to constantly updating the list of national and subregional institutions/focal points concerned with the work of the office, the subregional office also established a mailing list including the former participants in its activities, and established relations with a major media network in the subregion. That network has been instrumental in the dissemination of the work of the office and ECA, and also serves as a feedback channel. In addition, the use of the United Nations Information Centre in Niamey has enhanced the dissemination and outreach capacities of the office.

Subregional activities in Central Africa

(a) Enhanced capacity of member States, the Economic Community of Central African States (ECCAS), the Central African Economic and Monetary Community (CEMAC), intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the subregional development priorities, including macroeconomic management; transport and infrastructure development; post-conflict rehabilitation, recovery and development; food security; and information and communications technology development

501. During the period under review, the subregional office for Central Africa issued several publications, including the flagship report *Les économies de l'Afrique Centrale* for 2008 and 2009. In addition, the office developed a macroeconomic model in order to assist ECCAS and CEMAC to prepare a regional economic programme for member States. The subregional office provided 12 advisory services to CEMAC and member States in the areas of transport, water resources, ICT, financing regional integration, trade policies, free movement of people, contemporary gender roles and food security. A workshop on the ICT regulatory framework was organized in collaboration with ISTD for the experts of the subregion. Also, experts from Cameroon, the Central African Republic and Gabon were trained on the regional integration issues.

(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in Central Africa

502. The office, together with ECCAS and CEMAC, signed a multi-year programme that encompasses the interests of all subregional institutions. In that regard, 19 key activities were implemented. With respect to infrastructure, a common follow-up mechanism which includes ECA, the Development Bank of Central African States, CEMAC and ECCAS has been set for the implementation of the Central African consensual transport master plan road map. Activities undertaken under this framework have resulted in the adoption of 55 top priority projects and the mobilization of an amount of CFA 435 million (about $1 million), representing the contribution of the Bank, CEMAC and ECCAS while the subregional office contributed in kind through technical assistance and organizing ad hoc expert group meetings through its regular work programme. The subregional office also contributed to strengthening coordination among United Nations system agencies in the subregion.

(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda including member States, regional economic communities, civil society organizations and other subregional entities

503. Meetings organized by the office and the statutory meetings of the subregional partners have been knowledge-sharing platforms, leading to the adoption and implementation of regional policies related to sectoral and institutional development. Regular consultations are organized with regional integration institutions in the subregion on common issues. Committee of Experts meetings also brought knowledge-sharing opportunities for member States and regional integration

institutions. The quarterly office magazine and weekly newsletter, CD-ROM and office website are used as dissemination tools to strengthen the networking among key stakeholders of the subregion. The United Nations Information Centre in Yaoundé and the national focal points assist in increasing the dissemination of publications and networking in the subregion.

Subregional activities in East Africa

(a) *Enhanced capacity of member States, the Common Market for Eastern and Southern Africa (COMESA), the Indian Ocean Commission, intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the priority areas such as food security, land and environment; transport, energy, lake/river basin development; macroeconomic management, gender and youth employment and the development and utilization of information and communications technology*

504. The subregional office for East Africa delivered a series of outputs including: the twelfth session of the annual ministerial conference for the East Africa subregion (Addis Ababa, March 2008), experts meetings, policy research and analysis, and advisory services to the IGAD secretariat in the context of the ECA multi-year programmes in support of the regional economic communities. Those activities covered issues related to the financial reforms in Eastern Africa, the implementation of international agendas, including NEPAD and the Millennium Development Goals, prospects for regional integration in East Africa, and strengthening regional integration. The subregional office undertaking reflects an increased number of advisory services and other technical support programmes aimed at strengthening capacities within the regional economic communities. As part of the multi-year programme with the regional economic communities, the subregional office provided in December 2008 a major study to assist the secretariat of IGAD in formulating a strategic minimum integration plan.

(b) *Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in Eastern Africa*

505. The subregional office strengthened its subregional partnership through undertaking policy research, convening regional forums and providing advisory services to promote capacity-building among member States. The office has launched for the period 2008-2009, a Regional Integration Observatory that served as a permanent platform to measure progress made on regional economies, peacebuilding and security policies within the subregion. The Observatory created an interactive website providing relevant information on regional integration; established a network of institutions; facilitated the establishment of a regional database on methodology, tools and instruments for data collection; facilitated knowledge-sharing and training opportunities. In support of the development of the priority agenda of East African countries, the subregional office concluded multi-year programmes with five regional economic communities and intergovernmental organizations.

(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities

506. In streamlining its collaboration with East African countries and the regional economic communities, the subregional office supported and in November 2008 facilitated a workshop on the IGAD Minimum Integration Plan. The workshop was organized in collaboration with the IGAD secretariat and was attended by experts from East African countries and IGAD partner institutions. The workshop provided specific policy recommendations and guidelines for the preparation of the Minimum Integration Plan as requested by the twelfth Summit of IGAD Heads of States, held in June 2008. The implementation of the Plan will contribute to revitalize IGAD and enable the Authority to carry out its mandate as a regional integration organization and a relevant building block of the African Union.

Subregional activities in Southern Africa

(a) Enhanced capacity of member States, the Southern African Development Community (SADC), intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes dealing with subregional development priorities, including food security; intra-subregional trade, infrastructure/mineral resources development; industrial development, gender, youth and employment; and HIV/AIDS

507. The subregional office in Southern Africa developed the analytical and policymaking capacity of member States and other stakeholders in addressing specific economic and social development issues through a participatory process and discussion forums. Key achievements included the organization in Lusaka, of a forum on the implementation of the SADC protocols and the COMESA Treaty Provisions which are linked to the establishment of the Free Trade Area and the Customs Union in the subregion, and to the organization of the fourteenth meeting of the Intergovernmental Committee of Experts for Southern Africa, reviewing, inter alia, the challenges and opportunities for the subregion. Other capacity-building activities included workshops, seminars and training on macroeconomic convergence, ICT-related development, population and migration, water and sanitation and gender-monitoring tools.

(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes with key partners and stakeholders including SADC, the NEPAD secretariat and the Development Bank of Southern Africa

508. Significant progress was recorded with respect to partnership-building involving institutional collaboration as an important aspect of the subregional office delivery mechanism. That entailed ongoing consultations with the subregional offices of the African Union Commission and AfDB on the prospective areas for African Union Commission-AfDB-ECA-SADC collaboration. The framework for partnership defined in a joint AfDB-African Union Commission-ECA prospectus comprising of a compact and of a few proposed thematic areas of mutual interest was adopted along with the identification of common areas for joint intervention. Joint undertakings include the African Union Commission/AfDB/ECA workshop on

water and sanitation; the ECA/ILO/International Organization for Migration/SADC workshop on population, migration and regional integration; the SADC/ECA ongoing work on the publication celebrating the contributions of individuals and institutions in promoting gender equality and development; and the SADC/ECA work on the development of a regional gender-monitoring tool.

(c) *Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities*

509. During the biennium, two meetings of the Intergovernmental Committee of Experts for Southern Africa provided a platform for dialogue among various stakeholders drawn from government, private sector and civil society and facilitated healthy exchange and sharing of ideas and positions for consensus-building. The meetings also provided a networking environment for the subregional office for North Africa and its stakeholders including government, NGOs, civil society organizations and the private sector.

Subprogramme 8
Development planning and administration

(a) *Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic planning and management in member States*

510. The African Institute for Economic Development and Planning continued to discharge its duties to its various stakeholders. In the Masters of Art degree programme, 10 trainees from eight countries graduated, receiving a Masters of Art degree in Economic Policy and Management. Eleven students from seven countries, who were admitted into the programme in November 2007, continued with their course work. Eighteen courses were delivered ranging from advanced economic theory, quantitative techniques, to courses dealing with specific African issues such as regional integration, debt management and WTO negotiations. There were 93 participants, 26 of whom were female, in the programme for short courses for 2008. The Institute held a joint workshop with the International Organization for Migration on the issues of migration. The workshop attracted various dignitaries and high-level public officials.

Subprogramme 9
Statistics

(a) *Enhanced statistical capacities of member States to improve economic management and tracking progress towards the achievement of nationally and internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992*

511. The subprogramme carried out several activities aimed at increasing the capabilities of national statistical systems for the collection, processing, analysis, and dissemination of data. As a result of the workshops on censuses, 10 additional countries utilized the manuals (on census planning and enumeration; and census data processing, developed by the subprogramme) at various stages of their

population censuses. These included: Angola, Burundi, Liberia, Malawi and the Sudan (in 2008) and Chad, Djibouti, Guinea-Bissau, Kenya and Mali (in 2009). Other countries committed in 2009 to conduct the preparatory activities for censuses, including Côte d'Ivoire, Guinea and Madagascar. The meetings increased the number of countries conducting population censuses and sharing best practices.

(b) Enhanced capacity for the collection of sex-disaggregated and gender-responsive statistics in socio-economic groups

512. Time-use surveys are the main vehicle used to collect and disseminate information, allowing countries to measure women's contribution to the economy and unpaid work. The subprogramme organized training workshops on the use of time-use surveys and assisted directly six African countries to conduct such surveys from questionnaire design to the dissemination of the results. Preliminary information indicates that, as a result of the five subregional workshops on the dissemination and training of the tools prepared jointly by the subprogramme with the African Centre for Gender and Social Development, 12 pilot countries have increased their capabilities to compile the African Gender and Development Index and the data required for monitoring gender equality, and women's empowerment. These countries are Benin, Burkina Faso, Cameroon, Egypt, Ethiopia, Ghana, Madagascar, Mozambique, South Africa, the United Republic of Tanzania, Tunisia and Uganda.

Subprogramme 10
Social development

(a) Improved capacity of member States to design, implement and monitor poverty reduction strategies consistent with internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the priorities of NEPAD

513. The Annual Progress Report on the Millennium Development Goals and Poverty Reduction Strategies in Africa was submitted to the 2009 Conference of Ministers of Finance, Economic Development and Planning, held in Cairo, and was well received. The African Union Assembly approved the report as a way forward for all African Union members towards achieving the Millennium Development Goals. In the period under review, analytical work on service provision of water and sanitation was conducted and was supplemented by a 15-country study on Millennium Development Goals-based planning that assessed the conformity of the Millennium Development Goals with poverty reduction strategies and national development plans. Those products were used effectively through enhancing the knowledge base for the peer learning and knowledge-sharing among member States ensuring capacity-building among African States.

(b) Increased national capacity to integrate social dimensions in all development sectors, including addressing relevant Millennium Development Goals and population concerns and the needs of socially vulnerable groups

514. The subprogramme's work on youth, a follow-up to the fifth African Development Forum on the theme "Youth and leadership in the twenty-first century", provided concrete support to the development of the African Union's programme on youth development. Approximately 295 participants representing

Governments, international, regional and subregional organizations, civil society, and youth attended the International Conference on Population and Development 15 years on Ministerial Conference, held from 20 to 23 October 2009 in Addis Ababa. Member States adopted an outcome document where recommitments were made to intensify efforts to mobilize necessary resources, improve national level strategies and enhance institutional and human resources in order to accelerate the achievement of the goals of the Programme of Action of the International Conference on Population and Development and the Millennium Development Goals within the next five years.

Section 18
Economic and social development in Asia and the Pacific

Highlights of programme results

515. During 2008-2009, ESCAP strengthened its position as a regional hub for promoting inclusive and sustainable development in Asia and the Pacific through high-level policy advocacy and strategic analytical work. A major outcome was the commitment by the Commission to implement a regional action framework for addressing the food, fuel and financial crises. ESCAP flagship productions such as the *Economic and Social Survey of Asia and the Pacific* and the *Statistical Yearbook for Asia and the Pacific* received unprecedented media coverage and enjoyed increased readership, demonstrating their importance as reference readings among policymakers and researchers throughout the region.

516. The Asian Highway and the Trans-Asian Railway, two long-standing ESCAP initiatives, continued to catalyse on a number of national and multilateral initiatives. High-level advocacy efforts led to the adoption by the first Forum of Asian Ministers for Transport of the Bangkok Declaration on Transport Development in Asia, which established immediate priorities for regional cooperation in the transport sector. Another major result of sustained advocacy efforts was the development by eight member States of "Green Growth Strategies" in the area of the environment.

517. The Commission continued its commitment to support the achievement of the Millennium Development Goals. The much-praised joint ESCAP, UNDP and the Asian Development Bank publication *A Future within Reach 2008: Regional Partnership for the MDGs in Asia and the Pacific* assessed the prospects of reaching the goals and targets, highlighted critical gaps and analysed measures towards further achievement of the Millennium Development Goals. ESCAP also focused on the specific challenges related to the achievement of the health-related Millennium Development Goals, producing analytical work in support of advocacy efforts and providing a forum for the exchange of good practices. Support to the development of a Pacific regional strategy on disability, together with work to improve gender and disability statistics, further sustained these efforts. At the subnational level, several cities committed to adapting pro-poor solid waste management approaches championed by ESCAP, and finance housing institutions from six member States decided to establish a network of formal, community-based and microfinance institutions to exchange innovative practices.

518. ESCAP partnerships with subregional organizations and other United Nations entities intensified during 2008-2009 to enhance overall development effectiveness.

For example, the Post-Nargis Joint Assessment, conducted in partnership between the Government of Myanmar, the United Nations and ASEAN, was central to the fund-raising efforts for the cyclone victims. Further, the study entitled "Striving together: ASEAN & the United Nations", prepared by ESCAP with inputs from the Regional Coordination Mechanism, was a key factor in promoting the ASEAN-United Nations partnership to the executive level.

Challenges, obstacles and unmet goals

519. The major challenge faced during 2008-2009 was the urgent and continuous need for timely, effective and coherent responses by the region to multiple development crises related to food, fuel, finance and climate change. ESCAP contributed to addressing that challenge through supporting member States with appropriate analysis and recommended policy options.

520. Following the adoption by the Commission of a new conference structure (see resolution 64/1), sessions of the Commission and its subsidiary Committees attracted higher-level attendance by Governments. The shift from a broad thematic approach towards a more issue-oriented one facilitated rich discussions and yielded effective outcomes.

Output implementation rate

521. The above-cited results are based on the implementation of 94 per cent of 495 mandated, quantifiable outputs.

522. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 18)).

Executive direction and management

(a) The programme of work is effectively managed and supported by staff and financial resources

523. At the end of 2009, 91 per cent of the planned outputs for the period 2008-2009 had been delivered, meeting the target set for the biennium. The support by staff and other resources for full programme delivery was thus provided and managed adequately for the biennium.

(b) Timely recruitment and placement of staff

524. Recognizing that recruitment is a shared responsibility of recruiting managers, human resources professionals, interview panel members, and members of the central review boards, a number of parallel initiatives were undertaken to speed up recruitment of Professional staff. ESCAP conducted training sessions on the drafting of vacancy announcements, the preparation of written tests, the formulation of interview questions, and the evaluation of candidates. Meanwhile, nearly all interview panel members completed the mandatory competency-based interviewing. Training and workshops were organized regularly to brief members of the central review boards as well as Programme Care Officers on their roles and responsibilities. To further streamline and speed up recruitment processes, the central review boards at ESCAP met "virtually", which facilitated and improved

adherence to deadlines for review and decision-making. ESCAP was also taking advantage of the secretariat workforce planning to support timely recruitment.

(c) Improved geographical representation and gender balance of staff

525. Numerous initiatives were devoted to improving the recruitment of staff on the widest geographical representation basis possible and many efforts were made to ensure gender equity in the recruitment of Professional staff at all levels. The strategy pursued included wider distribution of information about career opportunities at ESCAP to attract potential candidates worldwide, particularly from unrepresented and underrepresented member States and to target specific areas of expertise and promote better gender balance. ESCAP initiated additional efforts in late 2009 using a more systematic approach and a variety of activities, including outreach. A first and effective step was to improve geographical representation and gender balance of staff through the National Competitive Recruitment Examination. The results and achievements of those additional efforts are expected to show in the first quarter of 2010.

(d) Identification of emerging issues that require attention by member States

526. ESCAP has repositioned itself as the leading regional platform for promoting inclusive and sustainable development in Asia and the Pacific. Many member States have committed themselves to making ESCAP strong and relevant in order to drive the development process in the region. The renewed commitment of member States has not only been reflected in increased involvement in ESCAP processes, but also in the intention expressed by some member States for higher financial commitments, such as China, Japan, the Republic of Korea and the Russian Federation.

(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations

527. The number of activities carried out in collaboration with other entities continued to increase. Joint activities addressed some of the most acute challenges in the region. The concerted efforts and the synergy achieved through collaboration with other United Nations entities, including within the framework of the Asia and Pacific regional coordination mechanism ensured that each contributed in their respective areas of expertise, achieving a greater combined development impact of the United Nations development work in the region.

(f) Mobilization and promotion of public information on the role of ESCAP in the Asia and Pacific region

528. During 2008-2009, the Commission's position as the primary forum for countries in the region to engage with each other and formulate a regional voice in the face of global challenges was strengthened. Media commentators increasingly referred to ESCAP as a leading player in addressing, through development of policy options, issues of regional concern, including those pertaining to the economic, food and fuel, and climate change crises. The heightened media coverage of the organization was indicated by an increasing number of articles published on the work of ESCAP, including 17 opinion articles by the Executive Secretary in 54 newspapers across the region, and an increased interest in information posted on the ESCAP website.

(g) Progress towards graduation of the least developed countries through mobilization of regional efforts to address the identified concerns of the least developed, landlocked and island developing countries in line with their global mandates

529. During the biennium 2008-2009, the Commission added emphasis on addressing the needs of special groups of countries and adopted a number of related resolutions, including resolution 64/1 on restructuring of the conference structure of the Commission; resolution 64/6 on achieving the Millennium Development Goals in the ESCAP region; resolution 65/1 on the implementation of the Bali Outcome Document in addressing the food, fuel and financial crises; and resolution 65/6 on support for establishment of an international think tank of landlocked developing countries. That attention was galvanized through the Executive Secretary's efforts to place the Pacific more firmly in the centre of regional talks, and through preparatory sessions of the special bodies on Pacific island developing countries and least developed and landlocked developing countries that focused on development issues of special concern to those groups of countries.

Subprogramme 1
Poverty and development

(a) Increased national capacity to formulate and implement effective, sustainable and gender-responsive economic and development policies for achieving the Millennium Development Goals, particularly in the area of poverty reduction

530. During 2008-2009, ESCAP generated interactive policy dialogues on the main economic and social challenges faced by member States, and supported increased capacity to formulate and implement strategies for economic development and poverty reduction policies through analytical and normative activities. As a result, a number of effective, sustainable and gender-responsive policy measures were reportedly taken by member States, including strengthening social safety nets during economic downturns, establishing a regional contingency plan to respond quickly to problems of domestic banks, and strengthening mechanisms for regional coordination of macroeconomic policies. The results achieved and the increased visibility of ESCAP activities can be attributed partly to the unprecedented media coverage of the flagship publication, the *Economic and Social Survey of Asia and the Pacific*, and of other activities.

(b) Increased capacity of Governments, civil society and the private sector in Asia and the Pacific, particularly the least developed countries, to formulate and implement poverty reduction programmes that are effective, sustainable and gender-responsive and that focus on economically vulnerable groups

531. The capacity of Governments, civil society and the private sector to formulate and implement poverty reduction programmes continued to increase, as evidenced by 25 good practices adopted by member States during 2008-2009. Several cities committed to adapting the decentralized, pro-poor solid waste management approaches championed by ESCAP. Housing finance institutions from six member States decided to establish a network of formal, community-based and microfinance housing finance institutions in Asia and the Pacific to exchange innovative practices. Other practices and approaches promoted by ESCAP were replicated or applied to community-based savings and credit schemes, the integration of

improvement of slums in national planning, water connection, integrated planning methodologies and rural development approaches.

(c) *Improved national capacity to formulate and implement development policies, projects and/or research programmes that reduce rural poverty through the sustainable development of secondary crops*

532. ESCAP contributed to improve national capacity on the formulation and implementation of rural poverty reduction policies and programmes through its capacity-building activities in the area of secondary crops development. Feedback from participants in related ESCAP activities indicated the ability of 66 per cent of participants to apply the knowledge and skills gained, including in the certification of secondary crops to improve market access for the rural poor, and the addition of value to fresh and processed produce through product certification.

Subprogramme 2
Statistics

(a) *Increased national capacity in Asia and the Pacific, particularly the least developed countries, to provide data required for measuring progress towards achieving internationally agreed development goals*

533. During 2008-2009, ESCAP continued to support national capacity-building in the collection of data in the area of vital statistics, informal sector and informal employment statistics, and in development of international standards for disability measurement. The Committee on Statistics was recognized by Member States as the leading forum for statistics development in Asia and the Pacific. Furthermore, dialogue on gender statistics was initiated, which built a foundation for partnerships in this area, in particular on measuring violence against women. ESCAP also made contributions towards increasing national statistical capacity through the activities of the Statistical Institute for Asia and the Pacific, in particular, through its contributions to statistical training networks. Increased national capacity is demonstrated by the rise in the number of countries with two or more data points for at least two thirds of all Millennium Development Goals indicators.

(b) *Increased access to comparable development and short-term indicators for policymakers, the development community and the public at large*

534. The region made progress towards increasing access to short-term indicators by policymakers, the development community and the public at large: several new websites that publish the monitored key statistics were established. Access to survey microdata in Asia and the Pacific improved, and more countries in the region are now able to make survey and census microdata available for researchers and policy analysts in support of evidence-based policymaking. The *Statistical Yearbook for Asia and the Pacific* was redesigned to be a reference on the region for a general audience. A multisectoral and participatory approach to the production of the *Yearbook* and the centralized management of key statistics harmonized datasets across the secretariat and contributed significantly to the quality of the Commission's analytical work.

(c) *Increased knowledge and understanding of key national and regional socio-economic trends, especially progress towards the Millennium Development Goals, by national official statisticians and policymakers in the Asia and Pacific region*

535. Knowledge and awareness of key national and regional socio-economic trends increased throughout the region. In particular, this was demonstrated by the high visibility enjoyed by the *Statistical Yearbook for Asia and the Pacific*: the website was accessed over 45,000 times and the publication was downloaded by more than 10,000 readers. In response to the socio-economic challenges faced by the region, in particular the food and fuel crisis and Cyclone Nargis, efforts focused on improving knowledge and quality of statistical information in the area of food security and post-disaster data collection to ensure continued progress towards the Millennium Development Goals. The Commission's work on natural disasters, which was conducted in close collaboration with United Nations entities, focused on the use of standardized statistical and geographic information tools for disaster risk preparedness and early recovery efforts.

Subprogramme 3
Development of Pacific island countries and territories

(a) *Increased national capacities to develop polices and strategies to improve the lives of vulnerable groups*

536. During 2008-2009, Governments in the Pacific increased their capacity to develop and implement measures aimed at improving the livelihoods of vulnerable groups, as demonstrated through the development of national coordination mechanisms for disabled persons, which led to the drafting of a Pacific regional strategy on disability, the endorsement or development of national policies on disability in three countries, the formulation of draft national action plans on youth employment to be integrated with national policies on employment and labour in three countries, and the development of training materials on income and employment generation for youth. Advisory services on youth employment and implementation of the Mauritius Strategy and the Millennium Development Goals were provided to the least developed countries.

(b) *Improved subregional cooperation to strengthen sustainable economic and social development of small island developing States*

537. In order to expand the analytical basis for strengthening sustainable economic and social development of small island developing States, the *Pacific Perspectives 2009: Crises and Opportunities* focused on the key development issues in Pacific countries, and the *Economic and Social Survey of Asia and the Pacific* highlighted common Pacific challenges pertaining to employment, the global financial crisis and severe weather events. A platform for sharing experiences and good practices among countries of the Pacific was developed, including in the areas of urban development, employment, connectivity, sustainable development, disability, the Mauritius Strategy, and Millennium Development Goals planning, costing, budgeting and implementation. The support for the development of subregional mechanisms for mainstreaming gender into development policies was provided through the formulation of indicators on the status of women.

Subprogramme 4
Trade and investment

(a) Increased national capacity to effectively negotiate, conclude and implement multilateral and other trade agreements supporting the internationally agreed development goals, including the Millennium Development Goals

538. During 2008-2009, national capacity to effectively negotiate, conclude and implement multilateral and other trade agreements continued to increase, evidenced by progress in negotiations on accession to WTO of member States-observers in WTO. One of the four member States considering membership in the Asia-Pacific Trade Agreement applied for accession. Participants of ESCAP training activities showed improved capacity to design, negotiate, and implement trade policies. Under the expanding Asia-Pacific Research and Training Network on Trade, regional trade research was promoted and published, and seminars were organized for policymakers and researchers. The Asia-Pacific Trade and Investment Agreements Database, an analytical tool for measuring the performance of regional trade agreements, was also expanded, thus improving the ability of member States and the secretariat to track progress.

(b) Increased capacity and regional cooperation to develop and implement trade efficiency policies and programmes to promote international competitiveness

539. Progress was made in the increased capacity to develop and implement trade efficiency policies and programmes to promote international competitiveness, which was evidenced in particular by the increased knowledge and capacity of ESCAP training participants. The United Nations Network of Experts for Paperless Trade in Asia and the Pacific, which was created in 2009 to increase capacity and foster regional cooperation, focused on supporting the implementation of Single Window initiatives; providing local experts with a platform to access technical knowledge and expertise; and organizing capacity-building and training activities. In the area of trade information, an increased number of trade information users and E-TISNET subscribers allowed ESCAP to meet its performance target before the end of the biennium.

(c) Increased capacity to design and implement polices and programmes that create an enabling environment for investment and promote a competitive business sector

540. During 2008-2009, the contribution of ESCAP to the design and implementation of policies and programmes creating an environment favourable to investment and promoting a competitive business sector was evidenced by the policy recommendations and participants' feedback. Those activities, in collaboration with various partners, focused on issues relating to corporate social responsibility and small and medium enterprise value chains in the region. Activities on the Global Compact strengthened the capacity of local network focal points, and participants committed to developing a community of practice, which could assist signatories to implement the Global Compact. The communities' web portal attracted an average of 1,500 visits per month during the pilot implementation period.

(d) *Increased capacity to design and implement policies and programmes that promote sustainable economic growth and rural poverty reduction through agrotechnology transfer and agro-based enterprise development*

541. ESCAP, through the Asian and Pacific Centre for Agricultural Engineering and Machinery, contributed to increased capacity in the region to design and implement policies and programmes that promote sustainable economic growth and rural poverty reduction through the following: the subregional launch of the theme study on food security; the regional training of trainers programme on hybrid rice cultivation technology; the expert group meeting on agricultural machinery development for sustainable agriculture; and a bioenergy development workshop. Capacity was built in the areas of bioenergy' food security and sustainable agriculture, evidenced by the feedback from participants on their use of knowledge and skills gained. Further, capacity on agrotechnology transfer was enhanced through policy synthesis and normative research on green technology, research and development for agricultural engineering, conservation agricultural techniques, agricultural machinery development and clean development mechanism application.

Subprogramme 5
Transport and tourism

(a) *Enhanced knowledge and capacity of national Governments, civil society and non-governmental organizations to develop and implement effective and sustainable transport and tourism policies and programmes, including those targeting the Millennium Development Goals, and road safety issues*

542. During 2008-2009, Governments in the region demonstrated their capacity for developing transport policies and programmes, through the adoption by the Forum of Asian Ministers of Transport of the Bangkok Declaration on Transport Development in Asia. The Declaration established immediate priorities for regional cooperation in the transport sector towards realizing the long-term vision of an international integrated intermodal transport and logistics system. Further, based on the Commission's regional road safety goals, indicators and targets, a multitude of road safety initiatives were taken by member States. The analytical tool developed by ESCAP for the assessment of public-private partnerships provided an easy way to assess the ability of a country to implement public-private partnership projects and prepare an action plan to overcome deficiencies in related areas.

(b) *Improved capability of national Governments and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages*

543. The Asian Highway and the Trans-Asian Railway, formalized through intergovernmental agreements, continued to catalyse region-wide road and railway development, triggering a number of national, bilateral and multilateral initiatives. The development of the networks was incorporated into national plans or strategies in several countries. The Asian Highway was used as the reference for the development of subregional cooperation programmes such as ASEAN, the Greater Mekong Subregion, the Economic Cooperation Organization, the Central Asia Regional Economic Cooperation, the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation and the Transport Corridor Europe-Caucasus-Asia. By the end of 2009, the Asian Highway connected all landlocked countries in

the region, improving the capability of national Governments and financial institutions to use the Highway and the Trans-Asian Railway. Furthermore, member States of the Shanghai Cooperation Organization reached consensus on a draft agreement on the facilitation of international road transport, a process supported by the analytical work of the secretariat.

(c) *Increased capacity of national Governments and industry to implement measures to improve the efficiency of international transport operations and logistics*

544. Using the ESCAP Time/Cost distance methodology to evaluate transport routes of international importance, Governments took a number of initiatives to identify and remove efficiency bottlenecks. Through the Asian Development Bank, the methodology was applied to countries of the Central Asia Regional Economic Cooperation and the Greater Mekong Subregion. Under the Greater Mekong Subregion Cross-Border Transport Agreement, three countries officially opened cross-border traffic points, and, in line with the Agreement, cross-border traffic was opened along the East-West corridor. The successful implementation of trans-Asian railway activities and the recognition of the railway as a tool for international trade were evidenced by the growing use of the railway for cross-border movements of container block trains. Three intermodal transport corridors connecting North-East and Central Asia were identified, and a draft memorandum of understanding and terms of reference for corridor-based steering committees were discussed.

Subprogramme 6
Environment and sustainable development

(a) *Improved national capacity to develop and implement policies and programmes that contribute to green growth*

545. During 2008-2009, significant strides were made by Member States towards greening the economic growth of the region. By the end of 2009, at least eight countries had developed or were in the process of developing green growth strategies. Six countries requested capacity-building support, and three countries expressed their interest in launching pilot projects on green growth. Efforts to advocate green growth as a strategy for environmentally sustainable development and to expand and strengthen related partnerships led to increased visibility, deepened the understanding of green growth and gained recognition from an increased number of stakeholders throughout the region.

(b) *Increased national capacity to develop and apply socio-economic policy instruments to improve environmental management and performance*

546. Efforts to ensure that economic development is complemented by environmental sustainability and appropriate socio-economic policies continued through a variety of policy advocacy and capacity-building activities. Through a number of established eco-efficiency programmes, ESCAP addressed the related capacity-building needs of specific country groupings, such as members of the North-East Asian Subregional Programme for Environmental Cooperation, as well as specific population groups within countries, such as urban dwellers. Through the Sustainable Urban Infrastructure Initiative, ESCAP supported the development and application of policies and related activities towards a better urban environment.

(c) Enhanced national capacity to identify effective policies and programmes for efficient and cleaner production, management and use of energy resources on the national, subregional and regional levels

547. Enhanced national capacity on policies and programmes related to energy security was evidenced by a number of measures adopted by policymakers, and member States supporting the efforts of ESCAP to pursue strengthened subregional and regional energy security. In order to pursue the broader agenda of energy for sustainable development at the subregional level, ESCAP continued to support the building of capacities among member States to address subregional energy issues, including through the United Nations Special Programme for the Economies of Central Asia and activities under the Intergovernmental Collaborative Mechanism on Energy Cooperation in North-East Asia.

(d) Increased national capacity in formulating and implementing effective sustainable development policies and strategies on management of water resources and natural disasters, in particular in disaster-prone countries, in terms of preparedness, response and recovery

548. ESCAP improved national capacities on water resources management through a series of activities. As a result, six policy measures were adopted by countries in South-East Asia to integrate community-based disaster risk management into socio-economic development. Also, the Commission adopted resolution 64/2 on regional cooperation in implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters in Asia and the Pacific. Progress was also made in introducing specific eco-efficiency terminology in a number of national plans relating to water resources management, including in a guideline for planning and development of eco-efficient water infrastructure, a strategy on eco-efficient water infrastructure development, procedures for application of storm water management, and the integration of eco-efficient water infrastructure into five-year development plans.

Subprogramme 7
Information, communication and space technology

(a) Strengthened national capacity to design, develop and implement national information, communication and space technology policies and programmes, including development initiatives that facilitate equitable access to information, communication and space technology, with special emphasis on the achievement of the Millennium Development Goals and the Plan of Action of the World Summit on the Information Society

549. During 2008-2009, the ESCAP contribution to the strengthening of national capacity in the area of information, communication, and space technology was evidenced by the expression of interest by eight countries to improve their national regulatory frameworks based on the work of ESCAP on a broadband communications satellite. The countries expressed interest in the utilization of the Wideband InterNetworking Engineering Test and Demonstration Satellite for communication and disaster management and as a supplement to fibre optical cables to further expand ICT access in the Pacific and in South Asia. One country took measures to formulate a national ICT policy with support from ESCAP and four

countries applied ESCAP-developed tools for the establishment of community e-centres in rural areas.

(b) Strengthened national capacity, partnerships and regional cooperative mechanisms for the use of space technology for achieving internationally agreed development goals and disaster reduction

550. In close partnership with other United Nations entities, ESCAP continued to support regional cooperative mechanisms and capacity-building for the use of space technology. Major developments during 2008-2009 included the launch of a cooperation framework on disaster risk reduction, the support from space agencies within the region to a regional mechanism on drought disaster monitoring and early warning, and the establishment of a network focused on space information access and applications of the Sentinel Asia initiative, consisting initially of 10 national contact points. In addition, 16 countries joined the Regional South-South Cooperation Mechanism for Disaster Risk Reduction promoted by ESCAP, two member States provided training courses on geo-informatics and space applications for disaster risk management, and partnerships related to the Pacific regional component of the United Nations Platform for Space-based Disaster Management and Emergency Response (UN-SPIDER) were strengthened.

(c) Improved national and institutional capacity through training programmes in the use of information and communication technology for the purposes of socio-economic development

551. During 2008-2009, ESCAP contributed to improved capacity in the use of ICT for socio-economic development through the regional institution, the Asian and Pacific Training Centre for Information and Communication Technology for Development. The Academy of ICT Essentials for Government Leaders was rolled out in 12 countries, and advisory support was provided for the institutionalization of the Academy in national capacity-building frameworks. Some 87 per cent of participants in Academy trainings indicated an increased level of competency in the use of ICT for socio-economic development after completion of the training. Capacity-building was further supported through targeted training workshops in the areas of e-governance, disaster risk reduction, gender, information security, ICT accessibility for people with disabilities and statistics on the information economy. In total, 1,105 participants from 66 countries benefited from the Centre's trainings during the biennium.

(d) Strengthened national capacity to nurture and promote national innovation systems to create an enabling environment for technology transfer in order for countries of the region to meet development challenges in the global economy

552. The technology transfer and innovation management capacity of 16 member States was strengthened through their participation in technology transfer mechanisms and other capacity-building programmes supported by the regional institution Asian and Pacific Training Centre for Transfer of Technology and its regional networks. Fifteen member States were involved in institutional cooperation mechanisms to strengthen capacity to promote the utilization of renewable energy resources. Further, advisory services on technology transfer to small and medium enterprises were provided to institutions in three member States and 13 countries

participated in a regional stakeholders meeting on the promotion of technology transfer networks for small and medium enterprises.

Subprogramme 8
Social development, including persistent and emerging issues

(a) Increased national capacity for gender mainstreaming in priority areas

553. During 2008-2009, national capacity for gender mainstreaming in priority development areas continued to increase, as indicated by the reports of Governments to the Commission on Sustainable Development on a variety of gender equality measures undertaken at the national level. ESCAP contributed to that development, including through the organization of the Beijing Platform for Action and its regional and global outcomes, where 81 per cent of participants reported that they gained new ideas for addressing gender equality and empowerment of women in the region. Further, 68 per cent of participants at the Expert Group Meeting on Gender Statistics and the Use of Violence against Women Indicators in Support of the Convention on the Elimination of All Forms of Discrimination against Women and the Beijing Platform for Action reported that the meeting had increased their knowledge on tools for gender-responsive governance.

(b) Increased national capacity to build enabling institutions, and to formulate and implement measures for improving health, in line with the Millennium Development Goals

554. Some 89 per cent of the total number of participants to meetings and workshops organized in support of the achievement of the health-related Millennium Development Goals indicated an increase in knowledge in related effective policies and interventions. Participants in particular valued the secretariat's role as a forum for the exchange of good practices and as a source of analytical work that would support advocacy efforts. They also recognized the positive contributions made in capacity-building. Publications documenting the work undertaken on health-related aspects of the Millennium Development Goals were very well received by member States and other stakeholders.

(c) Increased national capacity to integrate social dimensions into diverse development sectors, including addressing population concerns and the needs of socially vulnerable groups

555. The results of ESCAP initiatives to integrate social dimensions into diverse development sectors were reflected at ESCAP Commission and Committee sessions, intergovernmental meetings, workshops, and responses to country questionnaires. Governments through their statements reported they had developed plans to integrate disability measures in ICT policies, the needs of vulnerable groups in economic policies, and to mainstream gender in national development frameworks. Increased national capacity was underlined by 90 per cent of the participants at ESCAP meetings organized by the Social Development Division; they indicated that the meetings had provided them with a range of policy options. Furthermore, 95 per cent of respondents indicated that their understanding of the concerns and needs of socially vulnerable groups had improved as a result of their participation.

Section 19
Economic development in Europe

Highlights of programme results

556. The Economic Commission for Europe (ECE) is one of five regional commissions of the United Nations, whose major aim is to promote economic cooperation and integration among its member States. The 2009 biennial session of the Commission renewed the support of ECE to its member States and reaffirmed that the ECE strategic policy directions reform was successfully implemented. During the biennium 2008-2009, the main achievements of ECE were the following.

557. The Protocol on Pollutant Release and Transfer Registers to the Aarhus Convention entered into force in 2009. Thirty-nine accessions to ECE legal instruments on transport were recorded and Governments of low- and middle-income countries developed national and regional road safety targets. In statistics, ECE helped to develop standards in six areas, notably the 2008 System of National Accounts Recommendations. Guidelines on housing policies were developed with a particular focus on the most disadvantaged segments of the population.

558. The implementation of the Globally Harmonized System for the Classification and Labelling of Chemicals started at the worldwide level. ECE work on energy efficiency was extended to the global level through the Global Energy Efficiency 21 project launched with the four other regional commissions. Twenty additional national reports showing progress in implementing ECE multilateral environmental agreements were received from member States.

559. In terms of policy dialogue, transport ministers or their high-level representatives from 19 countries signed a joint statement on the future development of Euro-Asian Transport Links. The annual Energy Security Dialogue consolidated work on the convergence of energy security and sustainable energy policies. ECE member States concluded the regional review meeting for the 15-year review of the implementation of the Beijing Declaration and Platform for Action, with key recommendations on enforcing new legislation against gender-based violence, combating poverty of women, defending the rights of women migrants and engendering national policies.

560. ECE has revitalized the Regional Coordination Mechanism to contribute to United Nations system-wide coherence and has enhanced cooperation with regional commissions and with partners — UNDP, UNEP, the European Commission and OECD.

Challenges, obstacles and unmet goals

561. In addition to developing legal instruments, norms and standards, ECE increasingly promotes the implementation of those instruments, in particular among countries with economies in transition. The provision of technical assistance required additional resources — a challenge, given the anticipated decrease in extrabudgetary funding as a result of the recent global economic and financial crisis. Intersectoral work has improved, for example, through the interdivisional coordination of contributions on key development issues calling for a cross-sectoral approach, such as gender equality, the Millennium Development Goals, and climate change.

Output implementation rate

562. The above-cited results are based on the implementation of 91 per cent of 3,007 mandated, quantifiable outputs.

563. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 19 and Corr.1)).

Executive direction and management

(a) Programme of work is effectively managed

564. The 2008-2009 programme of work has been effectively managed. Of the approximately 3,000 outputs planned for 2008-2009, including a number of additional outputs implemented, ECE finished the biennium with an implementation rate of 92 per cent, just below the target of 93 per cent. ECE has promoted intersectoral cooperation and/or cross-sectoral coherence in ECE work through specific actions. Among them are: (i) the establishment of a joint Task Force on Environmental Indicators involving two ECE subprogrammes, namely, environment and statistics; (ii) an organization-wide discussion on the mitigation and adaptation to climate change and on the relevant ECE activities in preparation for the sixty-third session of the Commission and the 2009 United Nations Climate Change Conference; and (iii) the establishment of an Internet page providing information on intersectoral activities of ECE.

(b) Timely recruitment and placement of staff

565. The average number of days a post remained vacant in 2008-2009 was 226 days. The target of 200 days was not achieved due mainly to the human resources contractual reform that took place in 2009. That reform resulted in a heavier than expected workload for both ECE and the Human Resources Management of the United Nations Office at Geneva and unforeseen difficulties in transiting existing contracts in IMIS. Additionally, there were two unexpected resignations during the period.

(c) Improved geographical representation and gender balance of staff

566. The geographical representation has improved from 12 per cent in 2006-2007 to 18.2 per cent in 2008-2009, almost reaching the target of 20 per cent. In terms of gender balance of staff, the 2008-2009 target has been achieved with three women appointed at the D-1 level during the biennium (45 per cent of women at the Professional level and 50 per cent for D-1 and above).

(d) Increased timeliness of submission of documentation

567. ECE estimates that based on the dates of document submissions in the electronic system iDRITS, it has managed to maintain the same level of achievement as in the previous biennium in terms of timely submission of documents within the 10-week rule.

(e) Enhanced policy coherence in the management of ECE activities in relation to other entities (United Nations and non-United Nations)

568. Seven new initiatives were undertaken to increase the effectiveness of the cooperation between ECE and other entities: (i) a strengthened relationship with UNDP; (ii) the ECE-coordinated review of the memorandum of understanding between the regional commissions and UNDP; (iii) the revitalization of the Regional Coordination Mechanism in the ECE region (RCM); (iv) the establishment of a Regional Coordination Mechanism climatic change thematic working group; (v) the co-organization of an international conference on water management in Central Asia together with UNDP, the Government of Germany and the Executive Committee for the International Fund for the Saving of the Aral Sea; (vi) signing of a memorandum of understanding with the European Centre for Social Welfare Policy and Research; and (vii) the signing of a memorandum of understanding and cooperation with the Permanent Secretariat of the Intergovernmental Commission of the Transport Corridor Europe-Caucasus-Asia.

(f) Better awareness of the work of ECE and access to information thereon, by ECE member States and other stakeholders

569. ECE is continuously working towards enhancing awareness and improving access to information on its work and activities. At the meetings of the ECE Executive Committee, member States were regularly updated on new developments through the Executive Secretary's briefings and various reports and documents. In terms of information dissemination to the public, over 70 million page views of the ECE website were recorded during the biennium 2008-2009. Since 2008, the number of page views is used as an indicator of the utilization of the ECE website instead of the number of downloads. Work on harmonization of the ECE web pages was also launched, with the aim of making the ECE website more user-friendly and enhancing communication with ECE stakeholders and the general public.

Subprogramme 1
Environment

(a) Strengthened implementation of ECE regional international commitments by member countries

570. An increased number of national implementation reports received from member States by the ECE secretariat during the biennium indicate progress in the implementation of the five regional environmental agreements covering air pollution, water, industrial accidents, environmental impact assessment and public participation in environmental decision-making. The Commission endorsed the reform of the "Environment for Europe" process. The number of countries having reported on the implementation of major decisions taken at the 2007 Belgrade Ministerial Conference increased from zero to 40. The number of Public Environmental Information (Aarhus) Centres serving as community access and training points for citizens and entrepreneurs increased from 20 to 25, thereby promoting public access to environmental information.

(b) Improved environmental performance in countries with economies in transition

571. Environmental performance in countries with economies in transition improved during the biennium, with three additional countries (Kazakhstan,

Kyrgyzstan and Uzbekistan) showing improved environmental performance through a set of indicators reported by environmental performance reviews. Under the Programme on Environmental Performance Reviews, the second review of Kazakhstan was carried out and peer-reviewed by the ECE Committee on Environmental Policy in 2008. In 2007, Kazakhstan had implemented 60 per cent of the recommendations for improving the country's environmental governance that were addressed in the first review in 2000. In Kyrgyzstan, the second review was carried out and peer-reviewed by the ECE Committee on Environmental Policy in 2009. As of 2008, Kyrgyzstan had implemented 65 per cent of the recommendations for improving the country's environmental governance that were addressed in the first review in 2000.

(c) *Strengthened capacity for environmental monitoring and assessment systems in countries in Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe*

572. Capacity for environmental monitoring and assessment in countries in Eastern Europe, the Caucasus and Central Asia has been strengthened. The number of those countries that reported on the state of their environment following the ECE guidelines for the preparation of governmental reports on the state and protection of the environment increased from 7 to 10, with Kazakhstan, Kyrgyzstan and Uzbekistan joining. Significant achievements were demonstrated by nine countries in the area (Armenia, Azerbaijan, Bulgaria, Georgia, Poland, Kazakhstan, the Republic of Moldova, the Russian Federation and Ukraine).

Subprogramme 2
Transport

(a) *Adoption, at the regional and/or global level, of amendments to existing legal instruments and recommendations on road transport, road, rail, inland water and combined transport infrastructure, border crossing, transport of dangerous goods and other transport issues, as well as to vehicle regulations, and development of new legal instruments and new vehicle regulations, including global vehicle regulations*

573. The targeted number of existing legal instruments to be amended was exceeded as more than 15 legal instruments were amended. These new amendments were made to better reflect modern business practices and evolving regulatory needs. A number of recommendations were also amended to reflect new technical developments, new requirements and needs in transport. The 135 vehicle regulations and amendments entered into force at the end of the biennium, necessitating the amendment of legal instruments, including those of the European Union. This resulted in vehicle manufactures producing vehicles and their parts in conformity with the regulations and consumers benefit from safer and more efficient vehicles. In the area of transport of dangerous goods, the target has been fully achieved since three sets of amendments were adopted by the relevant Committee of Experts.

(b) *Increased implementation of the ECE legal instruments and recommendations on transport*

574. One of the main objectives in the biennium was to strengthen the implementation of the legal instruments. The target has been fully achieved since the number of contracting parties increased by 39. The global spread of ECE legal instruments is evident because of a growing number of non-ECE countries acceding

to them. Concerning the United Nations Recommendations on the Transport of Dangerous Goods and the Globally Harmonized System for the Classification and Labelling of Chemicals, multiple stakeholders are direct beneficiaries from the new accessions and the amendments to those legal instruments, including Governments; producers, manufacturers and consignors of dangerous goods and hazardous wastes; the general public who benefit from increased safety; and economic actors who benefit from trade facilitation enhanced by internationally harmonized regulations.

(c) *Further development of transport infrastructure conducive to enhanced economic cooperation, in particular in Eastern and South-Eastern European countries as well as in Caucasian and Central Asian countries*

575. Phase I of the Euro-Asian Transport Links project ended in February 2008 with a ministerial meeting where ministers strongly supported phase II of the project and established the Group of Experts on the Euro-Asian Transport Links. The Group met three times and started updating priority infrastructure projects and extension of network to newly involved countries, developing an international investment plan and addressing non-physical obstacles to international transport. Revision of the Trans-European North-South Motorway and the Trans-European Railway Master Plan started in 2008. The transport needs of the public in general, particularly in non-European Union countries, will be better served with the new and improved infrastructure and indeed with an overall increased level of safety.

Subprogramme 3
Statistics

(a) *Further developed national institutional frameworks and corresponding implementation practices of member countries, in line with the ECE Fundamental Principles of Official Statistics*

576. ECE, together with the European Commission, carried out a global assessment of the statistical system of Armenia and produced a set of 20 mutually agreed recommendations for better compliance and more comprehensive institutional frameworks. In addition, 20 to 25 recommendations from previous global assessments were implemented by Kazakhstan and Romania. Four ECE member countries (Armenia, Bulgaria, France and Kazakhstan) have revised or updated their statistical legislation to be more in line with the Fundamental Principles of Official Statistics and other international standards.

(b) *Increased development of internationally recommended standards and practices to ensure comparable statistics*

577. ECE contributed to the development of the *System of National Accounts 2008* (two volumes, adopted by the Statistical Commission in February 2008 and 2009). ECE also contributed to the development of the international *Export and Import Price Index Manual* and the *Practical Guide to Producing Consumer Price Indices*; both are currently in printing. Contributions were made to: (i) principles and guidelines on confidentiality aspects of data integration undertaken for statistical or related research purposes; (ii) guidelines on the use and dissemination of data on international immigration to facilitate their use to improve emigration data of sending countries; and (iii) a manual on victimization surveys. During the biennium,

ECE undertook methodological work in 28 out of the 55 statistical areas included in the database of international statistical activities.

(c) *Streamlined activity patterns of statistical work between international organizations through elimination of overlaps and gaps*

578. Twenty-seven international organizations have voluntarily participated in the coordination exercise for the ECE Database on International Statistical Activities. In addition, six United Nations city groups, task forces and inter-secretariat working groups also reported to the Database. Almost 70 per cent of ECE statistical activities were undertaken jointly with other international organizations, including methodological work, substantive servicing of meetings and training activities. All of this implies a strict avoidance of duplication of work and attempts to fill the gaps in statistical activities.

(d) *Increased availability of reliable, timely and comparable macroeconomic, social and demographic statistics, particularly about the less advanced countries of the region*

579. Progress has been made in the availability of high-quality macroeconomic, social and demographic data in the ECE statistical database. The data coverage in the overview tables rose to 68 per cent and an online survey showed that 81 per cent of users considered the quality of data provided as excellent or good. During the biennium, a number of cross-sectoral initiatives were taken in order to improve the coverage of ECE statistics. For example, cooperation with the transport and timber and forestry subprogrammes resulted in a wider range of data offered and a simplified data search. Transport statistics and forestry statistics now make use of the dissemination infrastructure of the statistics subprogramme, and their data are presented along with the existing economic statistics and gender statistics domains.

Subprogramme 4
Economic cooperation and integration

(a) *Enhanced sharing of best practices and their promotion among member countries on issues dealt with by the subprogramme*

580. New sets of good practices and policy options were discussed and disseminated in 2008-2009 on: (i) enhancing innovative capacity and performance; (ii) improving intellectual property rights capacity-building; (iii) early stage financing of innovative enterprises; (iv) promoting the availability of risk capital and private investment in innovation, addressing environmental challenges through innovation, and bringing academic research to the market; (v) training and capacity-building on public-private partnerships; (vi) enforcement of trademarks, copyrights and other intellectual property rights; (vii) the role of intellectual property rights management in technology transfer and innovation; (viii) good practices and policies on knowledge-based development; (ix) technological readiness for innovation-based competitiveness; and (x) attracting external finance for new innovative enterprises. Positive feedback was received from ECE member countries on those policy options and good practices at meetings, capacity-building seminars and training events, including in the framework of the United Nations Special Programme for the Economies of Central Asia.

(b) Adoption by the ECE Committee on Economic Cooperation and Integration of practical and action-oriented policy recommendations/guidelines on issues placed on its 2008-2009 work programme

581. ECE adopted policy recommendations on the following six topics: (i) creating a supportive environment for innovative development; (ii) improving the regulatory environment for the financing of innovation-related activities; (iii) improving the legal background for efficient public-private partnerships; (iv) promoting economic diversification and further integration of the countries with economies in transition into the world economy; (v) innovation policies conducive to overcoming the global economic crisis and policies to cushion the impact of the crisis on innovative development; and (vi) developing public-private partnerships in Kazakhstan. The biennial self-evaluation carried out by the Committee on Economic Cooperation and Integration revealed that those policy recommendations are generally highly appreciated by stakeholders and have been used in formulating and implementing national policies in a number of countries.

(c) Increased implementation of the ECE recommendations on matters dealt with by the ECE Committee on Economic Cooperation and Integration

582. Given the fact that the first set of recommendations was only adopted by the Committee on Economic Cooperation and Integration in December 2007, the time for member States to take practical steps to implement recommendations has been limited. However, nine countries have incorporated ECE recommendations into national legislation, regulations or drafts. Moreover, a toolkit on public-private partnerships has been produced and is expected to assist countries towards implementing ECE recommendations in that area. Upon request from member States, ECE organized eight capacity-building and policy-advisory activities. An additional four seminars and conferences with capacity-building components mandated in the Committee's programme of work were hosted by member States. Participants' feedback indicated that those events were judged to have been useful and showed strong demand for continuing such capacity-building events in the future.

Subprogramme 5
Sustainable energy

(a) Progress in the international dialogue between governments and industry on sustainable energy development issues, in particular, cleaner energy production, energy security and diversification of energy sources

583. ECE has been successful in bringing together governments and industry in a dialogue, particularly on the connection between energy security and sustainable energy that took place during the annual sessions of the Committee on Sustainable Energy. Over 150 participants from over 46 countries and 16 international organizations attended each session. Surveys for both 2008 and 2009 showed that more than 80 per cent of respondents found the Committee proceedings "useful" and "very useful" for decision-making and all survey respondents considered the dialogue and reports to be either "useful" or "very useful". In both years, the answers to the paper-based questionnaires showed that over 80 per cent among respondents were decision makers or advisers to decision makers.

(b) Progress in addressing energy conservation and efficiency issues across the ECE region, especially those leading to a reduction in energy-related environmental impacts, including progress in the formation of energy efficiency markets in economies in transition

584. The Energy Efficiency 21 subproject on financing energy efficiency investments for climate change mitigation entered into its implementation phase in 2008. Assessment missions held in 11 countries in 2008 noted an increased participation of 80 per cent in ECE activities addressing energy conservation and efficiency. The high attendance at the sessions of the Energy Efficiency 21 Project Steering Committee in 2008 and 2009 reflected the interest and support of the stakeholders for the project. At the workshop in Kiev (November 2009), national participating institutions presented 10 case studies on successfully implemented projects in nine ECE countries on policy reforms to overcome barriers for investments into energy efficiency and renewable energy projects.

(c) Further extension and implementation of ECE recommendations/guidelines and instruments for sustainable energy development, in particular, extension and implementation of the United Nations Framework Classification for Fossil Energy and Mineral Resources and the guidelines on reforming energy prices and subsidies

585. The new United Nations Framework Classification for Fossil Energy and Mineral Reserves and Resources 2009, which is much simpler, more generic and user-friendly, was approved in November 2009. The high number of relevant international organizations and NGOs that attended recent meetings of the Ad Hoc Group of Experts on Harmonization of Fossil Energy and Mineral Resources Terminology is an indication of the interest in harmonizing and applying Framework Classification. The relevant organizations that participate in the Ad Hoc Group of Experts (renamed Expert Group on Resource Classification, in November 2009) include four international organizations and seven NGOs. During the biennium, 22 countries have applied or expressed the intention to apply the Framework Classification.

(d) Progress in implementation of projects in support of sustainable energy development in coal, natural gas and electricity

586. The volume of diesel fuel replaced by natural gas in commercial vehicles on the Blue Corridor project road transport itinerary across Europe was estimated at 320,000 tons for the biennium. A project to facilitate financing of coal mine methane projects in Central and Eastern Europe and the Commonwealth of Independent States was successfully completed in September 2008. Through its activities, that project disseminated technology and know-how, and contributed to fostering investments and market formation.

Subprogramme 6
Trade

(a) Adoption by member States of new/revised ECE recommendations, norms, standards, guidelines and tools for trade facilitation, electronic business, regulatory cooperation and agricultural produce

587. The European Commission regulation on the organization of fresh fruits and vegetables markets introduced a general marketing standard that specifically refers to ECE standards. Producers and traders are therefore turning to ECE standards for

pricing their products according to quality classes. That has created a stronger demand for revision and adoption of new standards by ECE. In the area of trade facilitation and electronic business, 21 new/revised standards/recommendations were approved in 2008-2009, which is in line with the results of the previous biennium (24 in 2006-2007). In the area of regulatory cooperation and standardization policies, the recommendation on metrological assurance in conformity assessment and testing was also revised.

(b) *Increased implementation of ECE recommendations, norms, standards, guidelines and tools for trade facilitation, electronic business, regulatory cooperation and agricultural produce*

588. The new European Commission regulation has reinforced the implementation of ECE agricultural quality standards, as market operators are looking for a common language to trade in agricultural produce. This is reflected by the sharp increase in the number of downloads of agricultural quality standards from the ECE Internet site, used as proxies. From the analysis of the implementation of key trade facilitation and electronic business recommendations, norms, standards, guidelines and tools it appears that member States and other countries are finding the ECE e-business standards useful and implementing them more widely than in the past.

Subprogramme 7
Timber and forestry

(a) *Increased understanding of sustainable forest management, notably the policies necessary to achieve it, based on increased ability to measure sustainable forest management at the national and regional levels*

589. The Integrated Programme of Work of the ECE Timber Committee and the FAO European Forestry Commission completed a number of activities that contributed to strengthening the forest sector and its sustainable development as evidenced by the increased percentage of countries with national forest programmes or similar forest sector policy frameworks, rising from the targeted 55 per cent to 71 per cent. Intensive work on improving forest management information continues thanks to cooperation with FAO. Significant improvement in the quantity and quality of collected data was measured in countries in Eastern Europe, the Caucasus and Central Asia in their reporting for the Global Forest Resources Assessment 2010. Some 70 per cent of countries provided satisfactory data (surpassing the target of 65 per cent) — a significant result as many countries in the region struggle with serious problems with the availability of data and reporting capacity.

(b) *Increased understanding of the sound use of wood, leading to policies to promote it and increased ability to monitor it*

590. Using its convening power, ECE has brought different parts of the forest sector together including policymakers and the industry, as well as other sectors. Those ECE forums proved to be conducive for an effective dialogue on the sound use of wood. This has led to changed understandings, perceptions, and actions. It has also raised the awareness of sector representatives with regard to important climate change and energy aspects. Countries have a better understanding and have increasingly adopted policies on the sound use of wood as shown by an increased percentage of countries having such policies in place (48 per cent as compared to a

target of 40 per cent). The percentage of ECE countries providing satisfactory responses to the Joint Forest Sector Questionnaire reached 74 per cent, falling slightly short of its targeted 80 per cent.

(c) Increased capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe to achieve sustainable forest management at the national level, notably by developing appropriate policy measures

591. Many of the ECE activities in the area of timber and forestry contributed to the increased number of countries in the Caucasus, Central Asia and South-Eastern Europe adopting national forest programmes. Twelve countries in these subregions have adopted national forest programmes, exceeding the target of 10. Capacity-building workshops in forest products markets, forest resources reporting and forest policy have led to more data exchange among member countries and an improved use of information provided by ECE on sustainable forest management. The newly established ECE/FAO Team of Specialists on Forest Policy in Eastern Europe and Central Asia provided a platform for addressing forest policy issues throughout the region and increasing countries' capacities to build sound policies and institutions that are a prerequisite for effective implementation of sustainable forest management.

Subprogramme 8
Housing, land management and population

(a) Improved national capacity for housing-related policy formulation and implementation, taking into consideration the socially disadvantaged groups of the population

592. An increased number of countries have engaged in reviews of their housing and land management policies to develop policy guidance to improve the legal, institutional and technical framework for sustainable housing policies, with particular attention to disadvantaged sectors of the population. As evidenced by responses to a questionnaire, national authorities have incorporated recommendations from ECE guidelines in the reform of national urban planning legislation. To illustrate: Serbia adopted a law on social housing. Albania revised its condominium and social housing legislation and approved a social housing project and a mortgage subsidy programme. Romania adopted a law on owners associations and condominium administration and undertook measures to develop social housing. Finally, Slovakia reflected the ECE recommendations in its formal State housing documents.

(b) Enhanced development of and reforms in land administration to provide secure ownership in land, investment and other private and public rights in real estate

593. ECE contributed to the increased awareness among public policymakers of the need to improve transparency in land markets in order to promote an efficient real estate sector with secure property rights. Legal reforms were implemented in countries that allow for the realization of "one-stop-shop" practices in the provision of cadastre and registration services. Member States are upgrading their cadastre and registration systems through digitalization and the expansion of e-technologies. Six countries have participated in an assessment of their land administration systems and 14 countries have taken measures to adjust their spatial planning systems and legislation according to ECE guidelines.

(c) Enhanced policy discussion on population issues based on the up-to-date knowledge emanating from the ECE cooperation programmes

594. To date, delegates from 41 member States have actively participated in the meetings of the newly established Working Group on Ageing and shown commitment in implementing its work programme. This includes (a) the preparation of policy briefs with good practice examples; (b) monitoring the implementation of the Regional Strategy in member States, including work on indicators of achievement; (c) capacity development; and (d) analysis of intergenerational relationships. An increased number of countries have implemented measures to reduce barriers to parenting and employment. This was shown at the Conference on How Generations and Gender Shape Demographic Change (Geneva, 2008), where policymakers and researchers discussed new findings from the Generations and Gender Programme of ECE and their implications for population-related policies. The Conference aimed at bridging the gap between science and policymaking; its design and discussions were highly appreciated by participants.

Section 20

Economic and social development in Latin America and the Caribbean

Highlights of programme results

595. ECLAC has continued to act as a catalyst and leader in economic, social and environmental issues, responding to the most urgent needs of the countries in the region, including the effects of the economic and financial crisis and in the more general context of internationally agreed development goals, including the Millennium Development Goals. ECLAC also continued to serve as the regional forum and a facilitator in building regional consensuses to the most afflicting challenges of the region through its comprehensive analysis of development processes, public-policy formulation and operational tasks. In that regard, more than 200 publications were issued during the biennium in the different areas covered, including with the outstanding influence of its six flagship[9] annual publications, which have experienced an average of 1 million downloads each during the period and reader satisfaction rates of 95 per cent. Additionally, more than 300 training workshops, seminars and technical cooperation services were offered in a variety of issues related to the work of the Commission, with an average of 87 per cent of its recipients and beneficiaries, acknowledging the usefulness of those activities to their respective work.

596. ECLAC contributions to policy discussion at the highest level must be highlighted, through the preparation of the main substantive documents for the deliberations of Head of States and Governments at the Iberoamerican Summit in 2008 and 2009; and the third Summit of Head of States and Government of Europe and Latin America. During the biennium, ECLAC also supported various summits of Latin American and Caribbean leaders, including the First Latin American and

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[9] *Latin America and the Caribbean in the World Economy*, *Foreign Investment in Latin America*, *Economic Survey of Latin America and the Caribbean*, *Preliminary Overview of the Economies of Latin America and the Caribbean*, *Social Panorama of Latin America*, and *Statistical Yearbook of Latin America and the Caribbean*.

Caribbean Summit on Integration and Development convened by Brazil and the fifth Summit of the Americas.

597. Other important milestones include the launching of the Gender Equality Observatory for Latin America and the Caribbean and the support provided to member States on issues related to the economic crisis and climate change. The results achieved by ECLAC in influencing the policy agenda and debate in the region on economic, social and environmental issues were made possible by the high rate of implementation of its programme of work, with 97 per cent of the outputs of the Commission's programme of work implemented during the biennium, 32 per cent additional outputs implemented beyond the mandated ones and 90 per cent of the 48 targets set for the period being met, of which 75 per cent were actually exceeded. More details on ECLAC highlights are available from http://imdis.un.org/textFiles/IS_14236_4430.doc?key=5890.

Challenges and lessons learned

598. Considering the complexity of reform processes in the region and the rapidly evolving demands of beneficiary countries, ECLAC should continue to improve its leading role in providing, in a timely manner, relevant analysis and policy recommendations regarding development issues. This requires maintaining high levels of efficiency and coordination in order to ensure an interdisciplinary approach through the integration of different areas of work and the continuous improvements of management processes. Moreover, ECLAC should harness the benefits of its close ties with the Governments of the region and other counterpart institutions to ensure the link between national experiences and the regional perspective, allowing comparability of data and exchange of good practices, and providing effective technical cooperation services.

Output implementation rate

599. The above-cited results are based on the implementation of 96 per cent of 489 mandated, quantifiable outputs.

600. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 20)).

Executive direction and management[10]

(a) *Programme of work is effectively managed*

601. One hundred per cent of the allotment for the biennium was spent, while 96 per cent of the planned outputs were implemented, 1 per cent were terminated, 1 per cent reformulated and 2 per cent postponed. Postponed outputs mainly include publications that have already been drafted but that are in the process of editing or design and will be published in the first months of 2010. Additionally, 240 outputs have been implemented in addition to those planned in the biennium, which represents approximately 32 per cent of the total programme of work delivered within available resources of ECLAC to respond to member States' requests.

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[10] More details on executive direction and management results are available from http://imdis.un.org/textFiles/IS_14236_4431.doc?key=5382.

Current efforts are under way to systematize the review and management of work programme to bring increased coherence and maximize synergies from regular budget and extrabudgetary resources.

(b) Timely recruitment and placement of staff

602. The average number of days a Professional post remains vacant was 201 in the biennium, as compared to the target of 159 days. This variance is explained by a small number of excessively long recruitment processes at the Professional level, which were carried over from the past year and finally closed in 2009. There was also a human resources staffing shortage owing to reassignments, early retirements, "chain" promotions and the reclassification of posts. Consequently, the Recruitment Unit functioned with only three to four staff members throughout 2008, instead of five. Several measures have been initiated to help facilitate the recruitment process at ECLAC, such as increased planning, follow-up, intensive training for supervisors/central review body members/staff members, and streamlined recruitment procedures.

(c) Improved geographical representation and gender balance of staff

603. Eleven per cent of the total external recruitments in the biennium came from underrepresented countries while 32.58 per cent were women. The majority of recruited staff at ECLAC came from countries whose representation is within range. This was attributable to the fact that there were very few underrepresented countries from the region and very few National Competitive Recruitment Examination candidates from underrepresented countries available in the Office of Human Resources Management rosters that were outdated and depleted; delay in the introduction by the Office of Human Resources Management of centralized outreach activities, and the small percentage of qualified female applicants. ECLAC received very few applicants from underrepresented countries who met all vacancy requirements, especially Spanish language and experience requirements. ECLAC will make efforts to use vacant posts under the development pillar to increase the percentage of staff from unrepresented and underrepresented countries.

(d) Identification of emerging issues relevant to the region's development agenda

604. ECLAC raised at least four emerging issues: first, at the 22nd session of the Commission, where ECLAC presented the document *Structural Change and Productivity Growth — 20 Years Later: Old problems, new opportunities*; secondly, in compliance with its resolution 633 (XXXII), ECLAC organized the seminar on the theme "Food and energy crisis: opportunities and challenges for Latin America and the Caribbean" (Santiago, 4-5 September 2008), and it collaborated in shaping a common regional position on various issues through its participation in high-level meetings such as the Ibero-American and the Rio Group summits. ECLAC provided support for the General Assembly.

605. ECLAC provided support for the high-level Conference on the World Financial and Economic Crisis and Its Impact on Development, and also supported countries in the region in exchanging views concerning a framework for a post-2012 climate change agreement. The Fifth Meeting of the Statistical Conference of the Americas was also supported in facilitating authorities and experts agreement to draft a code of good practices on statistics for Latin America and the Caribbean.

(a) Enhanced policy coherence in the management of the economic and social activities of the United Nations

606. ECLAC has contributed to enhancing policy coherence in the management of the economic and social activities of the United Nations through three mechanisms. First, the coordination/preparation of the regional inter-agency report on Millennium Development Goals 4 and 5 entitled "Millennium Development Goals: progression towards the right to health in Latin America and the Caribbean", that examines best practices at the regional and subregional levels; secondly, by convening the 2008 Regional Interagency Coordination Meeting on 3 November 2008 at its headquarters where all the United Nations system agencies in Latin America and the Caribbean participated; and, thirdly, coordinating the *ECLAC/ILO Bulletin No. 2* entitled "The employment situation in Latin America and the Caribbean", to provide updated and comparable information on the impact of the financial and economic crisis on employment.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) Increased awareness among member countries of ECLAC concerning global and regional trade flows, trade policies and international negotiations in order to facilitate decision-making in those areas

607. The subprogramme contributed to increase the capacity of member States in those areas through its publications and training activities. Instrumental to that goal is the flagship publication *Latin America and the Caribbean in the World Economy*, that reached a monthly average of 16,704 downloads, above the 12,000 target set for the biennium, while 98 per cent of its readers considered the thematic coverage good or excellent and current. In-depth study on trade and investment opportunities between Latin America and the Caribbean and Asia, including three publications related to the APEC region, China and the Latin America and the Caribbean Pacific Basin Initiative were disseminated, and one document published on the financial crisis and international cooperation entitled *Latin America and the World Economy 2008-2009: Crisis and opportunities for regional cooperation*. Training courses on competitiveness and innovation were delivered in at least five countries (Argentina, Chile, Mexico, Peru and Uruguay), and several presentations delivered to international forums and institutions.

(b) Strengthened human, technical and institutional capacities in ECLAC member countries for the negotiation, implementation and administration of commitments entered into as a result of trade agreements at the subregional, regional and multilateral levels

608. Member States' understanding of the effects of the global crisis and its relation to the regional integration process was strengthened as well as their capacity to use trade indicators and design trade policies. Technical assistance in the area of negotiation and administration of trade agreements was provided to at least six countries (Costa Rica, Honduras, Paraguay, Nicaragua, El Salvador and Guatemala). Evaluation surveys show a 95.2 per cent satisfaction rate with the services provided, above the target of 95 per cent set for the biennium. Furthermore, several projects were executed during the biennium, on issues such as public-private partnerships, poverty and trade policies, and sustainable and equitable globalization. Additionally,

several technical training courses on competitiveness and innovation have been delivered to Argentina, Chile, Mexico, Peru and Uruguay.

Subprogramme 2
Production and innovation

(a) *Increased awareness among member States in the region of the research findings and policy recommendations produced by the subprogramme concerning key issues of the region's productive development*

609. The subprogramme provided analyses of the current economic crisis, medium- and long-term sectoral development policy recommendations and convened the seminar on the theme "The food and energy crises: opportunities and challenges for Latin America and the Caribbean" (2008). Its leading publications *Foreign Investment in Latin America and the Caribbean*, *Agricultural Panorama* and *Productive Development Policies* have accumulated 945,569 downloads, over the target of 302,500 downloads for the biennium, with a 90 per cent reader satisfaction level. Two critical publications, entitled "Iberoamerican spaces: the knowledge economy", and "Innovate to grow: challenges and opportunities for an inclusive sustainable development in Iberoamerica", were presented at the Iberoamerican Summit and widely disseminated. Several papers on industrial development were published in the renowned *Cambridge Journal of Economics* and *Journal of Economic Issues*, and the book *Industrial Policy and Development: The Political Economy of Capabilities Accumulation* was jointly published with the Nobel laureate Joseph Stiglitz.

(b) *Increased utilization of the Commission's services by its stakeholders to formulate policies and strategies to enhance the competitiveness of their production structures*

610. Policy formulation and strategizing was enhanced through the annual post-graduate summer school, attended by 52 young researchers. Evaluation surveys showed that 89 per cent of respondents found the training activities "useful" or "very useful". An intelligent search engine that automatically updates existing information and leads to specialized web pages on productive development policies was designed and placed at the disposal of policymakers and currently has 189 registered users, over the target of 150 users for the biennium. Technical cooperation was provided to at least 11 countries, including support to Uruguay to implement the enterprise observatory, Nicaragua to develop its national plan of science and technology and El Salvador, with which ECLAC signed an agreement in the areas of innovation, science and technology and social inclusion.

Subprogramme 3
Macroeconomic policies and growth

(a) *Increased awareness of policymakers in Latin America and the Caribbean of key issues at stake to design and implement consistent short-term macroeconomic policies within a long-term growth-enhancing framework*

611. Enhanced awareness of policymakers of the region on key issues related to short-term macroeconomic policies within a long-term growth framework was achieved through the dissemination of publications and analysis. Readers' surveys from policymakers, academics, the press, NGO representatives and economists from the private sector, indicate a 94.5 per cent satisfaction rate of its main publications:

the *Preliminary Overview of the Economies of Latin America and the Caribbean* and the *Economic Survey of Latin America and the Caribbean*, above the 60 per cent target set for the biennium. Analysis on fiscal policy, labour markets and macroeconomy were disseminated through its working paper series and other thematic publications. In response to the crisis, the document *The reactions of the Governments of the Americas to the international crisis: an overview of policy measures* was published and updated on a monthly basis and received very positive feedback from countries on policy options to consider in response to the crisis.

(b) *Greater understanding by Latin American and Caribbean countries of opportunities for reconciling growth with long-term development*

612. ECLAC contributed to increasing the understanding by Latin American and Caribbean countries of the opportunities for reconciling growth with long-term development by disseminating research findings and policy recommendations at expert group meetings such as the seventh meeting of the Andean branch of the Macroeconomic Dialogue Network and seminars on topics such as "Macroeconomic policy and cyclical fluctuations", and "Challenges confronted by labour market institutions". Participants were mainly public sector officials and policymakers from the Governments and relevant public institutions of the region, 95 per cent of whom considered the recommendations and analyses offered during those events as "very useful" or "useful" for their work to promote countercyclical macroeconomic policies and macroeconomic regional and subregional coordination, above the initial biennial target of 65 per cent.

Subprogramme 4
Social development and equity

(a) *Fuller understanding and stronger analytical capacity on the part of the region's Governments and other stakeholders with respect to long-standing structural and newly emerging social problems and challenges posed by globalization for the poorer socio-economic groups, the middle class, workers and their families*

613. The subprogramme's main publications and its flagship, Social Panorama of Latin America were downloaded 3,882,243 and 459,891 times, respectively, illustrating the interest in the subprogramme's innovative analyses related to social protection systems, policies and poverty dynamics. Some 135 respondents considered the publication useful compared to the target of 42 respondents and 1,950 downloads. The document entitled "Youth and social cohesion in Ibero-America: a model in the making", presented at the eighteenth Ibero-American Summit generated great interest from policymakers and Government officials. The document included the estimated annualized costs of a series of educational goals (2010-2021) of Ibero-American countries. The software for those estimates was greatly appreciated by the education ministries. Through the annual contests of the "Experiences in Social Innovation project", ECLAC enhanced the capacity of Governments to share experiences that address pressing social problems.

(b) Strengthened capacity of Governments to enhance social policy institutions that optimize the use of resources to maximize social impact, particularly with a view to reducing poverty and inequality

614. A total of 17 advisory services on the design and evaluation of social policies and institutions were provided, compared to the 10 originally targeted, resulting in the application by the Plurinational State of Bolivia, El Salvador, Paraguay and Peru of the methodology on functional estimates of social expenditure; the publication of Panama's first *Social Panorama* inspired by the ECLAC flagship document; and the implementation of the extreme poverty eradication plan in the Plurinational State of Bolivia. Wide dissemination of information was realized through the website promoting the exchange of information, with six thematic networks established and the integration of the Latin American and Caribbean Social Institutions Network as a platform for knowledge-based social management. Thirty-seven strategic alliances were established and two new databases were created — one on social indicators and the other a video online database containing innovative social experiences developed at local and civil society organizations.

Subprogramme 5
Mainstreaming the gender perspective in regional development

(a) Progress made in the adoption of a gender perspective by countries of the region to follow up on all internationally agreed development goals set forth at major United Nations conferences and summit meetings in the economic and social fields, including those contained in the Millennium Declaration and the 2005 World Summit Outcome

615. ECLAC actively promoted gender mainstreaming which resulted in 15 countries integrating supplementary indicators into their databases and documents to follow up on all internationally agreed development goals, and the establishment of seven social programmes utilizing those indicators, exceeding the targets set for the biennium. The Regional Observatory on Gender Equality was launched, while the Plurinational State of Bolivia, Brazil, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Peru and Uruguay created observatories to measure and monitor different issues related to gender mainstreaming. As a result of the Gender Equality Observatory and the Quito Consensus, the women's network of the region created "ISO-Quito", a civil society project that annually monitors the implementation of the Consensus. ECLAC also mainstreamed gender in the analysis of the economic crisis through its integration in various studies, a regional seminar and national meetings.

(b) Progress in the implementation of the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean

616. ECLAC has technically supported 13 Latin American and Caribbean countries to implement the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean, and to follow up on the goals contained in the Millennium Declaration, which resulted in the adoption of 13 public policy programmes in this area (over the targets set of 11 countries and 12 programmes). Results worth highlighting include: the establishment of nine national observatories, the adoption of a new legislation on the status of domestic workers in Haiti; the inclusion of gender indicators into the national statistics of the

Dominican Republic and Peru, and the adoption of time use surveys by Chile and Peru. ECLAC leadership in the region contributed to the promotion of a United Nations unified approach to deliver the Secretary-General's UNiTE to End Violence against Women and Girls campaign.

Subprogramme 6
Population and development

(a) *Increased technical capacity of the member States of ECLAC to monitor population trends and tackle population and development issues for use in social programming*

617. In total, 20 member States used the knowledge and updated information generated by ECLAC on demographic trends and population and development issues for the design, implementation, monitoring and evaluation of their social programmes and policies, exceeding the estimated target of 14 set for the biennium. Seventeen countries of Latin America and the Caribbean use REDATAM software to disseminate their 2000 census data online; while four countries of the region use REDATAM-based systems of social planning indicators. Twenty Latin American and Caribbean national statistical offices were trained in REDATAM. The population estimates and projections database of 20 countries of the region were updated and three additional national systems of indicators were completed during the biennium. Participants of 20 Latin American and Caribbean countries participated in seminars and workshops on the 2010 round of population and housing censuses.

(b) *Increased technical capacity of the member States of ECLAC to monitor the progress made in the implementation of the recommendations and goals of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, as well as the achievement of the relevant objectives and goals of the Millennium Declaration*

618. Sixteen countries have taken action in follow-up to the Regional Strategy for the Madrid International Plan of Action on Ageing. Additionally, 12 countries of the region have taken action to achieve the goals and implement the recommendations of the Programme of Action of the International Conference on Population and Development, according to reports on the 15-year review. Some results worth highlighting include: four countries used the ECLAC "Manual on indicators of quality of life in old age" for the preparation of their national reports, and one country adapted it to create reports on implementation at the State level. One country created an Office of Promotion and Protection of the Human Rights of Older Adults, 11 countries have conducted national seminars on the Declaration of Brasilia on Population and Development; and 7 countries have promoted declarations or agreements on the rights of older persons, with the support of ECLAC.

Subprogramme 7
Planning of public administration

(a) Increased knowledge among ECLAC member countries of planning, budgeting and local development approaches in public policies

619. The subprogramme organized 28 international, 169 national and five distance-learning/online courses on issues such as local economic development, territorial competitiveness and fiscal decentralization, strategic planning and evaluation of public projects and programmes, public finances and budgetary policies and planning and public management. The courses were attended by 4,746 students from 23 countries of the region over the original targets of 540 students from 21 countries, representing a total of 6,000 teaching hours. Satisfaction surveys show that 90 per cent of respondents have found these courses "useful" or "very useful" for their work. Furthermore, 3,128,354 downloads of publications and technical materials have been recorded, showing a high level of interest for the applied research carried out by the subprogramme.

(b) Increased coordination and exchange of experiences among ECLAC member countries on issues relating to planning, budgeting and local development in public policies

620. The subprogramme provided 12 technical advisory services to 27.3 per cent of the countries of the region (Argentina, Chile, Brazil, Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Paraguay, Peru, the Dominican Republic and Uruguay) on issues related to planning, budgeting and local development in public policies, higher than the initial target of 22 per cent. Furthermore, 2,870 participants have attended the seminars and meetings organized by the subprogramme on various issues related to public administration. Two important technical cooperation agreements worth highlighting were the agreement with the Government of Mexico to support the implementation of results-based management by the Federal Government, and the agreement with the Government of Brazil to strengthen the capacities of staff of decentralized entities to promote endogenous development processes and improve the efficiency of governments at the local level.

Subprogramme 8
Sustainable development and human settlements

(a) Fuller understanding by the Governments of the region and other stakeholders of trends and prospects in sustainable development and human settlements

621. The subprogramme contributed to a fuller understanding of trends and prospects in sustainable development and human settlements, through the dissemination of publications and information and various seminars and workshops. During the biennium, 3,267,444 online consultations were recorded on the subprogramme website, above the target set for the biennium. Evaluation surveys show that 75 per cent of the participants in seminars and training courses found knowledge gained very useful. Studies emanating from the project "A review of the economics of climate change in the Caribbean" are being developed and results were presented at the fifteenth session of the Conference of the Parties in Copenhagen and in regional high-level meetings and courses. Reviews of the Sustainable Metropolitan Panorama on six mega-cities in Latin America were

developed and the results presented at expert group meetings with Government officials in Colombia, Chile and Mexico.

(b) *Enhanced capacity of the Governments of the region to follow up and make progress in the implementation of international agreements and national plans of action derived from the outcomes of the World Summit on Sustainable Development and in the implementation of the United Nations Framework Convention on Climate Change and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States*

622. Activities in 2008-2009 resulted in the development of new institutional capacities, particularly regarding global warming and climate change issues. Some 54 per cent of member States (above the initially planned target of 30 per cent) presented reports in the Forum of Environment Ministries of Latin America and the Caribbean and in the seventeenth General Assembly of Ministers and High-level Authorities of Housing and Urban Development of Latin America and the Caribbean. A substantive study on housing deficit and urban management was presented at the event. Of utmost importance, in 2009, was the organization of three side events in Copenhagen at the fifteenth session of the Conference of the Parties in 2009, where Governments of the region had a high level of participation as counterparts of the studies developed by the Division on the economic impact of climate change.

Subprogramme 9
Natural resources and infrastructure

(a) *Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services*

623. The subprogramme has strengthened the policymaking capacity of the countries of the region by providing analysis and technical advisory assistance to governmental, legislative, academic, civil society and business institutions in relation to public policy formulation towards sustainable development, specifically in themes related to mining (9 countries), water (12 countries), infrastructure and transportation (16 countries) and renewable and efficient energy (13 countries), as well as to several regional and national organizations. Of the total number of countries assisted, 26 (including Argentina, the Plurinational State of Bolivia, Colombia, Ecuador, Mexico, Panama, Paraguay, and Peru) acted upon the ECLAC recommendations to formulate and implement public policies on those matters; which represent a 100 per cent achievement rate towards the biennial target.

(b) *Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on the issues dealt with by the subprogramme*

624. During the biennium, 22 decision makers, entrepreneurs and scholars have considered the subprogramme's contributions to policy harmonization and coordination to be valuable, representing a 100 per cent compliance with the target. The Division of Natural Resources and Infrastructure has been active in strengthening the regional capacity related to the management of mining conflicts, providing assistance to five countries of the region (Argentina, Colombia, Costa

Rica, Honduras and Peru), developed a methodology (command module) for the formulation of policies related to the production and use of biofuels disseminated through seven national workshops (Argentina, Chile, Ecuador, Jamaica, Paraguay, Peru, and Saint Kitts and Nevis) to high ranking authorities; provided technical assistance in road safety, ports, and model concession agreements to 17 countries in the region (Bahamas, Barbados, Belize, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Nicaragua, Panama, Saint Lucia, Suriname, and Trinidad and Tobago), as well as on transport facilitation programmes for landlocked countries such as the Plurinational State of Bolivia and Paraguay and its main transit countries.

Subprogramme 10
Statistics and economic projections

(a) Modernization of the national accounts of the countries of the region through the incorporation of the new methodological recommendations adopted at the international level in the framework of the System of National Accounts 1993 and their adaptation to the special needs arising from structural changes in the economies

625. ECLAC has provided technical cooperation services to disseminate international recommendations on statistics, resulting in 5 new countries incorporating the System of National Accounts 1993 recommendations, with a total of 17 countries compiling and disseminating their national accounts under these guidelines, above the 13 countries target. Other important advances were the updating of the base year by several countries, new estimates of satellite accounts in the field of health by three countries, and improvements in the statistical base. Support was provided to Cuba in the preparation of a detailed project for updating the base year of its system of national accounts and facilitating its incorporation to the new round of the International Comparison Project. Harmonization of Consumer Price Indices and estimation of purchasing power parities for various countries in Central America and the Dominican Republic were carried out.

(b) Increased utilization of projections and economic and social indicators compiled and produced by the subprogramme

626. During the biennium efforts have been directed at updating and improving CEPALSTAT, as the entry-point to all Division's databases to enhance and facilitate the use of economic and social indicators in house and by countries. The website received an average of 17,463 monthly visits, beyond the 15,000 target. Furthermore, the subprogramme's flagship publications *Statistical Yearbook for Latin America and the Caribbean* for 2007 and 2008 were downloaded 866,460 times, indicating an increased utilization of ECLAC statistical data, above the target of 600,000. Additionally, the Division has continued to pursue the development or adaptation of standards and indicators to the context of Latin American and Caribbean countries, in the areas of poverty measurement, a system of indicators of social cohesion and environmental indicators.

(c) *Strengthened capacity on the part of the countries of the region to monitor the fulfilment of the Millennium Development Goals relating to poverty and social well-being and to design better policies for disseminating harmonized indicators, both at the national level and within the United Nations system*

627. The main areas of cooperation to strengthen the capacity to monitor the Millennium Development Goals in the region have been the provision of support to the development of household surveys and the reduction of discrepancies in the information for the follow-up of the goals between national and international sources by developing a strategy and agenda of conciliation in close contact with countries, and other international agencies with major support provided by the Statistical Conference of the Americas. To date, 28 countries have made satisfactory progress[11] towards the collection of data and the production of Millennium Development Goals indicators, 10 countries above the target, which demonstrates the strengthened capacity of the countries of the region to monitor the fulfilment of the Goals, while 31 countries increased the number of indicators.

Subprogramme 11
Subregional activities in Mexico and Central America

(a) *Strengthened understanding and analytical knowledge of ECLAC member States regarding the subregional development agenda and policy options in poverty reduction and economic development*

628. ECLAC services and products on policy options in poverty reduction and economic development were accessed by 763 stakeholders in the region, 112 per cent over the target, while 93 per cent of respondents to participant's surveys at various workshops and meetings (seven training activities and five expert meetings) rated them as useful or very useful, exceeding the 80 per cent target. The subregional office widely disseminated its publications with annual website downloads numbering 113,784, including the document entitled "Analysis of the causes and effects of the financial crisis in the region"; signed a broad technical cooperation programme with El Salvador; assisted the Government of Nicaragua in the preparation of a national science, technology and innovation plan, and received a positive ex-post external evaluation of its project entitled "Building capacity in macroeconomic policy analysis in Central America and the Caribbean", indicating that participating central banks are actually using the tools acquired for their monetary programmes, macroeconomic projections, and simulations.

(b) *Increased technical capacities of ECLAC member States in regard to the subregional development agenda and policy options in trade and integration and sustainable development*

629. ECLAC services and products related to policy options in trade and integration and sustainable development were accessed by 881 stakeholders in the region, over the 500 target, while 87 per cent of respondents to participants' surveys (610 respondents participating in 11 expert groups and 18 training activities) rated them as useful or very useful, exceeding the 80 per cent target. In 2008-2009, the subprogramme built scenarios assessing the economic impacts of climate change for

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[11] Defined as having information for at least 30 Millennium Development Goals indicators covering two or more years, according to the United Nations Millennium Development Goals database.

the region, and discussed policy options with key stakeholders; assessed environmental externalities in oil refineries,[12] provided technical inputs to add biofuels in gasoline mixtures, and worked for the electric interconnection in Mesoamerica. The office also led other United Nations and multilateral agencies in the evaluation of the socio-economic and environmental impacts of major disasters in the region[13] and trained domestic staff in the ECLAC assessment methodology.

Subprogramme 12
Subregional activities in the Caribbean

(a) *Increased knowledge of policymakers, researchers and the general public in the subregion of issues related to sustainable development and integration in the context of the Caribbean Basin*

630. Some 504 participants acknowledged the usefulness of the meetings and forums organized by the subprogramme,[14] while 243[15] references in policy documents, academic literature, and mass media to ECLAC publications and data in the Caribbean Basin were registered. A total of 42 technical reports were completed and disseminated. Leading publications such as the *Economic Survey of the Caribbean* and the Working Paper Series were successfully launched with wide media coverage. Further evidence of the contribution of the subprogramme's research to policymaking is the inclusion of research and policy documents on the websites of several regional central banks, organizations and Government Ministries. The subprogramme convened the twenty-second Ministerial Session of the Caribbean Development and Cooperation Committee and several significant regional events[16] which highlighted its role as a substantive contributor to policy dialogue and formulation.

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[12] The studies by the ECLAC subregional headquarters in Mexico on the externalities and costs of electrical generating plants using fossil fuel and refinery complexes in Mexico carried out for the Secretariat of the Environment of Mexico were the technical basis for it to emit the national norm to reduce the emissions of sulphur dioxide.

[13] The subprogramme gave technical assistance to assess the socio-economic impacts of natural disasters in Tabasco, Mexico; the Plurinational State of Bolivia; Haiti (with UNDP); Nicaragua; ECLAC and PAHO coordinated an evaluation of the impact of the influenza epidemic with Mexican authorities.

[14] Of a total of 923 policymakers and experts from member countries and partner institutions in attendance at the 25 meetings and forums convened during the biennium in the areas of gender, youth issues, crime and violence and sustainable development issues including climate change and on the Mauritius Strategy Initiative. Important note: Not all events had satisfaction surveys, resulting in the lower number of participants rating the events as useful.

[15] This number may not be a correct reflection of the total number of references made during the biennium, since the lack of availability of staff to assist in the tracking seriously affected the ability to keep proper records, given the nature of the communications in the regions.

[16] Those meetings included the Caribbean Subregional Meeting to Assess the Implementation of the Programme of Action of the International Conference on Population and Development 15 years after its adoption, the Caribbean Development and Cooperation Committee and its Monitoring Committee, the Technical Advisory Committee of the Regional Coordination Mechanism, Steering Committee meetings on strengthening the capacity of national statistical offices in the Caribbean small island developing States to fulfil the Millennium Development Goals and other internationally agreed development goals, and the High-level Advisory Committee on Climate Change.

(b) *Improved human resource capacity and technical expertise for economic and social policymaking in the Caribbean*

631. In total, 245 requests for technical assistance[17] in the Caribbean were satisfactorily fulfilled, while 238 positive assessments of participants in training activities[18] organized by the subprogramme were received. The subprogramme provided support to policymakers in understanding the economics of climate change and offered three workshops in the use of the ECLAC methodology to carry out disaster assessments. In all some 320 persons, (127 females) benefited from the training and consultations conducted during the biennium. Four country reports on disaster damage evaluations were completed during the reporting period. Some 28 statistical officers, from 10 Caribbean countries, received training in the use of REDATAM software for the 2010 censuses, and personnel in a pilot project in Saint Lucia were trained to assess the impact of the informal sector in Caribbean countries.

Section 21
Economic and social development in Western Asia

Highlights of programme results

632. ESCWA activities include support to Lebanon, Qatar and Yemen to incorporate measures for improving the sustainable management of energy resources. Through a partnership with the German Agency for Technical Cooperation and the League of Arab States, Lebanon, the Syrian Arab Republic and Yemen incorporated measures to improve water supply and sanitation in their national water policies.

633. Two parliamentary documentations on the Millennium Development Goals were tabled at the twenty-fifth ESCWA Ministerial Session, in 2008. ESCWA also made a substantive contribution to the preparation of the Department of Economic and Social Affairs publication *World Economic Situation and Prospects* in 2009 and 2010, and published the *Regional Economic Forecasts*.

634. Five countries either adopted measures to support the integration of social policy or actively pursued ESCWA technical assistance in that area. Furthermore, ESCWA advocacy and capacity-development efforts supported 13 member States in the formulation of national youth policies, and prepared national reports to follow-up on the implementation of the World Programme of Action for Youth.

635. An Information Society Portal for the ESCWA Region was launched as a dynamic, bilingual (English/Arabic) regional e-service database. The Expert Group Meeting on Developing the ICT Sector in the ESCWA region highlighted challenges facing the development of a self-reliant and sustainable ICT sector and proposed solutions to overcome those obstacles.

636. With ESCWA assistance, member countries achieved a 67 per cent implementation of the fundamental principles of official statistics, a 5 per cent

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[17] On topics of gender policy, ageing policy, sustainable development, disaster and risk assessment and census management.

[18] Workshops have been conducted in a diverse number of areas, including climate change, disaster assessments, census preparations, development assistance to small and medium-sized enterprises, information, and economic analysis and on the conduct of household surveys.

improvement on 2008. ESCWA established a virtual library on national statistical systems, facilitated information exchange on best practices and the dissemination of guidelines, and supported capacity-building of national statistical offices.

637. The Commission's advocacy and technical assistance contributed to the inclusion of a gender perspective in the Kingdom of Saudi Arabia's national plan in 2008 and contributed to the establishment of mechanisms for women by 14 member States, an increase of 6 members in 2008-2009. An additional two countries have adopted a gender mainstreaming approach in their national policies, taking the total to 10 countries.

638. Regional conflict-driven dynamics such as displacement and communal tensions were identified and assessed within the context of their local and regional ramifications. ESCWA catalysed support among member countries on the creation of an intergovernmental committee on emerging issues and development under crises. As a result of ESCWA efforts, 11 member countries joined the task force for the formulation of the intergovernmental committee to increase the pre-emptive and responsive capacities of member countries.

Challenges and lessons learned

639. ESCWA needs to invest in broad-based consultations with national stakeholders, securing political commitment and high-level buy-in, and develop monitoring and follow-up mechanisms for field projects. Active participation and support of member countries in the planning process could better ensure the achievement of results. Use of newspapers, national and regional television channels, and the Internet should be expanded to increase awareness and knowledge about the issues and United Nations-related actions. The ESCWA communication strategy must be proactive by relying on new information technology tools. One of the major challenges for ESCWA is the ability to communicate effectively with the member countries through appropriate publications that are read by decision makers.

Output implementation rate

640. The above-cited results are based on the implementation of 81 per cent of 480 mandated, quantifiable outputs.

641. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 21)).

Executive direction and management

(a) *The ESCWA programme of work is effectively managed and supported by human and financial resources*

642. In the biennium 2008-2009, ESCWA increased its total number of outputs by 62 per cent (from 309 outputs in 2006-2007 to 502 outputs in 2008-2009). Taking into consideration that increase, ESCWA achieved a significant performance improvement in the biennium 2008-2009 by reaching an implementation rate of 82 per cent of outputs completed. This is 7 per cent short of the revised target for the biennium and 6 per cent short of the performance rate in 2006-2007. That improvement in performance is even more relevant in the light of the security

situation encountered in 2008 and the vacancy rate of 16.3 per cent experienced during 2008 and 2009.

(b) *Timely recruitment and placement of staff*

643. To bring more transparency to the recruitment process and ensure the high qualification of recruited staff, ESCWA introduced a new recruitment process involving written tests for all vacancies. Candidates are now only convoked for interviews if they meet or exceed the minimum passing scores on the written test. Further, the composition of interview panels is now shared by Programme Case Officer nominees and Administration nominees. In an effort to attract a wider pool of candidates, Arabic as a requirement was discontinued for most vacancies. A timeline was also introduced where all parties were allotted a specific number of days to complete relevant actions.

(c) *Improved geographical representation and gender balance of staff*

644. For recruitment of staff from unrepresented and underrepresented countries, ESCWA exceeded the Human Resources Action Plans target of 20 per cent. ESCWA also improved its 2007 baseline figure for women recruited at the Professional level. Moreover, greater efforts were also exerted to ensure more female appointments at the Professional level. Nevertheless, a recurring negative factor contributing to the slow improvement in the percentage of female appointments is explained by selected female candidates turning down offers at the last minute on many occasions. In 2008 and 2009, a large number of female staff members recruited from the National Competitive Examination transferred out of ESCWA. In addition, the retirement of several female staff members, as well as agreed termination cases contributed to the reduction in the number of female Professional staff at ESCWA.

(d) *Identification of emerging issues that require attention by member States*

645. During the twenty-fifth session of the Commission (Sana'a, May 2008), ESCWA used the forum to bring to the attention of member countries the emerging issues of climate change, food crisis and inclusive development. The outcome was the adoption of resolutions that addressed these emerging issues. ESCWA also held regional meetings on financing for development. ESCWA has been active in briefing the member countries on the outcome of several prominent United Nations meetings through the official visits of the Executive Secretary. In addition, ESCWA partnered with ILO and the Syrian State Planning Commission in organizing the Regional High-level Consultative Forum on the theme "Impacts of the international financial crisis on the ESCWA member countries: the way forward", which took place in Damascus from 5 to 7 May 2009.

(e) *Enhanced coordination in the management of the economic and social activities by the United Nations and other regional actors*

646. Three inter-agency working groups were established, the first on the Millennium Development Goals, the second on climate change, and the third on food security. The three working groups have agreed on numerous joint outputs in 2009. Moreover, in cooperation with the Department of Economic and Social Affairs and WHO, ESCWA held the Western Asia Regional Ministerial Meeting on the theme "Addressing non-communicable diseases and injuries: major challenges to

sustainable development in the twenty-first century", in Doha on 10 and 11 May 2009. The regional commissions are also collaborating in preparing their first joint study on energy efficiency.

647. The Global Energy Efficiency 21 project was officially launched in Poland in December 2008. Four of the five United Nations regional commissions met at a seminar in the Belorussian city of Minsk on the theme "Improving global road safety: setting regional and national road traffic casualty reduction targets".

(f) Increased public awareness of ESCWA work in pursuing regional priorities and emerging issues

648. Throughout 2008, ESCWA appeared 400 times in the audio, visual and print media, owing to the political instability in Lebanon, the ensuing security restrictions and measures, and the revision of the media strategy that called for less visibility in precarious times. However, the Commission's work appeared in international outlets, such as the Arabic CNN and the BBC (publishing in July 2008 of a news item on the ESCWA report on ageing). Since the beginning of 2009, the appearance of ESCWA in the media has somewhat increased owing to the more relaxed atmosphere and reduced restrictions. The admission of the Sudan as a full member in the Commission is also a positive factor.

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) Enhanced capacity of member countries to formulate, adopt and implement policies and measures to improve the sustainable management of natural resources, with particular emphasis on the fulfilment of the Millennium Development Goals

649. ESCWA activities contributed to three countries incorporating measures for improving the sustainable management of energy resources: first, on using cleaner fuels (Yemen), secondly, on improving energy efficiency, specifically in the area of demand side management (Yemen and Qatar), and thirdly, on the use of solar energy technologies (Lebanon). In partnership with the German Agency for Technical Cooperation and the League of Arab States, ESCWA supported three countries (Lebanon, the Syrian Arab Republic and Yemen) to incorporate measures to improve water supply and sanitation in their national water policies, and provided policy options to expedite achievements of target 10 of Millennium Development Goal 7 in observance of the International Year for Sanitation in 2008. The number of policies and measures adopted by member countries for achieving the targets of Goal 1 and Goal 7 increased by six.

(b) Enhanced capacity of member countries to apply best practices and methods for improving sustainable rural development and increasing competitiveness of the small and medium enterprises using environmentally sound technology

650. Substantive regional reports on agriculture, rural development, land, drought and desertification to the sixteenth and seventeenth sessions of the Commission on Sustainable Development were endorsed by the Arab Intergovernmental Machinery, and will ensure the achievement of the targeted results. Awareness-raising and capacity-building on the implementation of sustainable land management policies and measures for improved rural development was further advanced through two meetings on the following topics: "Sustainable land management as a best practice

to enhance rural development in the ESCWA region"; and "Adopting the sustainable livelihoods approach for promoting rural development in the ESCWA region". Partnerships with NGOs and a public sector institution resulted in the adoption of initiatives to enhance the competitiveness of small and medium agricultural and manufacturing enterprises using environmentally sound technology such as a greenhouse and training facility promoting best practices for environmentally sound cultivation of the sumac herb; and a permanent training centre for solar water heater manufacturing.

(c) *Improved cooperation among member countries on energy and water issues, including the prevention of water and environment-related disputes*

651. In partnership with Germany's Federal Institute for Geosciences and Natural Resources, ESCWA: (i) assisted in enhancing negotiation skills and dispute resolution of Iraqi officials for the joint management of shared water resources; (ii) launched a regional initiative for water resources protection — legal and institutional preconditions — to update information on water resources protection in the region and to identify the necessary legal and institutional enforcement capacities on common water issues as a step towards enhancing regional cooperation; and (iii) conducted a three-day computer-based training workshop on water management for Lebanese officials and experts focusing on population and utility of the water evaluation and planning software tool for supporting scenario-building and informing decision-making at the basin level. The Commission's cooperation with the League of Arab States and UNEP led to the institutionalization of the Arab Round Table on Sustainable Consumption and Production and secured its continuation.

(d) *Increased use by member countries of tools and techniques to enhance productivity and competitiveness in the production sectors*

652. ESCWA hosted a website on trade and environment in the Arab region and reviewed progress in the implementation of the Regional Programme for Trade and Environment Capacity-building in the Arab Region. Furthermore, ESCWA activities led to the adoption of three initiatives involving the use of modern tools and techniques to enhance the productivity and competitiveness in the agricultural (zaatar) and manufacturing (garment) sectors, in addition to one management initiative involving microcredit services. The initiatives adopted were: (i) the use of drip irrigation in the cultivation of the zaatar (thyme/oregano) crop; (ii) the development of a local technology for the processing of zaatar; (iii) computer-aided technology for garment manufacturing; and (iv) capacity-building on the provision of business counselling for micro and small agroenterprises in southern Lebanon.

Subprogramme 2
Integrated social policies

(a) *Strengthened capacity of member countries to promote and formulate integrated social development policies that are region-specific and culturally sensitive to achieve social equity, poverty reduction and sustainable population*

653. The adoption of the integrated social policy approach promulgated by ESCWA increased in 2009, with a total of five countries (compared to three countries in 2007) either adopting measures that supported the formulation of integrated social

policy or requested ESCWA technical assistance in that area. Furthermore, ESCWA advocacy and capacity-development in the area of youth policies and programmes was received positively by 13 member States. The Commission's work on networking and participation between Governments and civil society organizations led to the adoption by 5 new governmental entities and 7 civil society organizations of the participatory social development approach and the participatory action research concept, increasing the number to 24, thereby meeting the set target for the biennium.

(b) Increased capacity of member countries to develop and operationalize intersectoral social development plans, programmes and/or projects that focus on youth, migrant workers, persons with disabilities and the rural and urban poor

654. ESCWA implemented a regional project providing the training of focal points from 13 member States on the collection of youth policies-related information and the translation of the findings into national reports. Within the framework of the ESCWA Capacity-building Training Programme on Participatory Social Development, Saudi Arabia implemented 10 national workshops. ESCWA carried out three national consultations with policymakers in Egypt, Lebanon and Yemen on the policy gaps and obstacles facing the inclusion of different social groups. Similar efforts promoted the mapping of factors that contribute to the inequity facing persons with disabilities in Jordan. In sum, the projects implemented in collaboration with member countries focusing on different social groups, increased in 2008-2009 from four to eight, thereby exceeding the target by two.

Section 22
Regular programme of technical cooperation

Highlight of programme results

655. The regular programme of technical cooperation continued to serve as an important vehicle to strengthen Member States in developing their capacity to achieve the internationally agreed development goals, including the Millennium Development Goals, allowing Member States to access the wide-ranging and diverse professional expertise, technical competence and knowledge available in the Secretariat of the United Nations. The programme provides operational flexibility in responding rapidly to new and emerging needs of Member States, as well as affording implementing entities the necessary means to adopt a multisectoral approach in the delivery of development activities by the United Nations Secretariat.

656. During the reporting biennium, efforts continued to strengthen the capacity-development process at the country level, with better integration and coordination with activities of other parts of the United Nations development system. To improve programme delivery for concrete results and accountability, the application of the logical framework was further extended to the subprogramme level of each implementing entity. This approach represents the third stage of subsequent improvements: in previous stages, the programme framework's enhancements had already shifted the setting of objectives and expected accomplishments from overall level of the section (in 2004-2005), to the programme level (in 2006-2007), to the subprogramme level (during the current reporting period).

Challenges, obstacles and unmet goals

657. All implementing entities are determined to improve management accountability, monitoring and reporting on the achievements attained through the regular programme, including through strengthening results-based management, monitoring and reporting mechanisms. The programme, which is implemented by 11 entities of the United Nations Secretariat, employs no overall programme coordinator. The absence of such an arrangement has implications for the development of a more coherent programme strategy for the regular programme at the global level.

658. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 22)).

659. The regular programme of technical cooperation has 11 implementing entities: the Department of Economic and Social Affairs, UNCTAD, UN-Habitat, the United Nations Office on Drugs and Crime, OHCHR, OCHA, ECA, ESCAP, ECE, ECLAC and ESCWA. The presentation below is structured according to the implementing agency followed by the name of the budget section corresponding to each of these entities. For each of them, the expected accomplishments by subprogrammes have been laid out below.[19] It shall be noticed besides the results explained below, the present section has also contributed to the results reported under the regular budget for these 11 implementing entities. The Department of Economic and Social Affairs coordinated the presentation of programme performance analysis.

A. Sectoral advisory services

Department of Economic and Social Affairs
Economic and social affairs

Subprogramme 1
Gender issues and advancement of women

(a) *Enhanced capacity of developing countries to implement the Beijing Platform for Action and the concluding comments of the Committee on the Elimination of Discrimination against Women and to use the procedures of the Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women*

(b) *Enhanced coordination and cooperation among all stakeholders in the implementation of the Beijing Platform for Action and the concluding comments of the Committee*

(c) *Greater understanding of violence against women as a form of discrimination and violation of women's rights and enhanced capacity to eliminate violence against women*

660. The subprogramme implemented a series of capacity-building workshops that assisted Côte d'Ivoire and Guinea-Bissau with the preparation of national reports on the Convention, and follow-up to the concluding observations of the Committee, respectively. The subprogramme organized two workshops for 12 countries in Africa on strengthening national legislative frameworks to address all forms of violence

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[19] These subprogrammes are not necessarily structured along the same lines as the ones used for the regular budget.

against women. As a result, relevant stakeholders developed strategies for accelerating action towards the development, enactment and implementation of comprehensive legislation on violence against women. With the assistance of the Handbook for legislation on violence against women, stakeholders reinforced their understanding that violence against women is a form of discrimination and violation of women's rights.

Subprogramme 2
Social policy and development

(a) *Strengthening the capacity of Member States to develop and implement effective social programmes and policies, in particular in the field of social integration of older persons, persons with disabilities, family, indigenous peoples and youth*

(b) *Strengthened skills and awareness of workshop participants of social group issues to promote more inclusive development practices*

661. Beneficiaries improved their knowledge and competencies on methodologies and techniques of social development, including qualitative collection and analysis of information; inclusive approaches; norm-based social analysis; and logframe development for policy and project implementation. Towards that end, the subprogramme conducted advisory missions and provided training sessions to developing countries and countries with economies in transition in the development and promotion of national social development strategies and social group policies. The interventions included needs assessments, the provision of information on relevant international goals, and the identification of priorities for national policy development. Workshops involving Government officials and non-governmental participants promoted substantive learning and practical skills development. Workshops addressed national needs for integrated economic and social policies; implementation of the Madrid International Plan of Action on Ageing; family policies; youth and armed violence in Africa.

Subprogramme 3
Sustainable development

(a) *Enhancement of national capacity of developing countries and countries with economies in transition for the implementation of actions and national strategies for sustainable development in energy, water and natural resources*

(b) *Strengthened technical skills and understanding of developing countries to implement actions and national strategies for sustainable development in energy, water and natural resources*

662. A total of 10 countries proceeded to establish national sustainable development strategies during the biennium and increased understanding of the challenges of climate change as a result of activities implemented by the subprogramme, helped to develop skills for the identification, transfer and diffusion of appropriate technologies for adaptation and mitigation. Those activities included workshops and advisory services to developing countries and countries with economies in transition on capacity-building, institutional strengthening and reform, and enhancing the contributions of various stakeholders, such as the private sector, NGOs and local communities to sustainable development. Workshops held before the seventeenth session of the Commission on Sustainable Development built capacities of

stakeholders and paved the way for a consensus agreement at the session on actions needed at the field level in the thematic areas of agriculture, rural development, land, drought, desertification and Africa.

Subprogramme 4
Statistics

(a) *Enhanced capacity of national statistical offices to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields*

(b) *Strengthened skills and understanding of national staff to compile and disseminate core economic, social and environmental data in accordance with international standards and frameworks*

663. The subprogramme conducted capacity-development activities to over 1,700 statisticians of developing countries to support collection of basic economic statistics such as manufacturing and international trade statistics, population and housing censuses, environment statistics and Millennium Development Goal indicators. A six-month follow-up evaluation revealed that 80 per cent of participants implemented at least one of the workshops' recommendations and stated that the workshops had a direct positive effect on the operations of the national statistical office. A number of the capacity-developing activities of the subprogramme involved transferring knowledge on new or revised international standards and frameworks. The follow-up evaluations confirmed that more than 80 per cent of participants used the statistical knowledge and/or materials acquired during the workshop. Closer adherence to international standards statistics improves comparability across countries and makes those statistics more useful for analysis at the regional and international levels.

Subprogramme 5
Population

(a) *Enhanced access to demographic tools and resources through better dissemination of demographic tools, including through the Internet*

(b) *Improved capacity by personnel in training centres or Government departments to use demographic analysis as basis for programme planning, implementation or monitoring*

664. The subprogramme supported the development of a web-based multilingual demographic dictionary — *Demopaedia* — containing demographic knowledge in 14 languages and promoting collaborative work for specialist and educators in developing countries (http://www.demopaedia.org/). Diplomats and specialists from 50 countries attended a demonstration session of *Demopaedia* during the forty-second session of the Commission on Population and Development and a workshop at the twenty-sixth International Population Conference of the International Union for the Scientific Study of Population. In a related effort, the subprogramme developed a website (http://www.un.org/esa/population/techcoop/manuals.html) with referenced demographic manuals. The subprogramme also conducted a workshop on advanced techniques of census analysis attended by participants from Asian and African countries. The participants from government agencies gained practical skills in demographic analysis and data processing, thus enabling them to improve the analysis of demographic data from censuses and surveys.

Subprogramme 6
Public administration and development management

(a) *Strengthened institutional and technical capacity of national and subnational public administration for improved public service delivery*

(b) *Strengthened human resources capacity of public administrations in the areas of professionalism and ethics in the public sector, participatory governance and post-crisis reconstruction of governance and public administration systems, including through the use of information and communications technologies*

665. The subprogramme undertook substantive capacity-development activities in all regions, which produced specific outputs in relation to the subject area, such as guidelines, manuals and online training materials (http://www.unpan.org/onlinetraining). Technical assistance missions to strengthen e-government capacities, and to develop related policies, strategies, solutions and services, were conducted in a number of countries, including: Bahrain, Kazakhstan, Malaysia, Oman, the Republic of Korea, Singapore and Tunisia. These interventions delivered concrete improvements in various e-government policy development and resulting in more citizen-friendly government portals, as evidenced by the United Nations e-Government Survey (http://www2.unpan.org/egovkb/). The subprogramme provided advisory services in various countries, particularly in Africa and also a programme for the implementation of a driver's licence application system in Belize to combat citizens' non-compliance as well as corruption among transport public officials. Post-activity evaluations revealed positive feedback of the beneficiaries.

United Nations Conference on Trade and Development
Trade and development

Subprogramme 1
Globalization, interdependence and development

(a) *Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of policy options and their implications*

666. UNCTAD provided policy advice to Government officials from South and Central American and East and South Asian countries on, inter alia, issues related to the reform of the international monetary and financial system, international policy responses to the financial crisis, and options for regional financial integration. UNCTAD policy advice contributed towards: (i) the formulation by members of the Group of 24 and officers from central banks, IMF and the World Bank of a common position of developing countries on issues discussed in forums of the international financial institutions and on the governance of those institutions themselves; (ii) the drafting of the communiqués of the Group of 24 at the Spring and Annual Meetings of the Bretton Woods institutions; and (iii) the formulation of a medium-term research agenda.

Subprogramme 2
Investment, enterprise and technology

(a) *Enhanced understanding by Government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of policy options and their implications*

667. All five subprogrammes contributed towards the delivery of five regional courses held in Eastern Europe, Western Asia, Africa, Latin America and the Caribbean, and Asia and the Pacific. A total of 111 Government officials and policy practitioners were trained, of which 98 per cent stated that the courses significantly contributed to their understanding of key issues on the international economic agenda, and increased their capacity to build more effective and integrated policy responses to a changing global economy, including strengthened capacity in preparing position papers, formulating negotiating positions and drafting laws. Participants highly valued the courses' focus on the integrated approach to trade and development inherent to the work of UNCTAD. Advisory services were provided to government officials on the formulation of investment policies and legislation, taxation, and the strengthening of government agencies dealing with investment promotion and facilitation.

Subprogramme 3
International trade

(a) *Enhanced understanding by Government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of policy options and their implications*

668. Advisory services were provided to trade negotiators and policymakers in developing countries in their preparations for participation in the Doha round of trade negotiations, particularly on modalities for agriculture and non-agricultural market access negotiations. The substantive support provided to ministerial and other high-level meetings of regional groupings, including their preparatory processes, contributed towards their identification of common negotiating platforms. These include the Dar-es-Salaam Declaration, adopted by the Sixth Least Developed Countries Trade Ministers' Meeting; the Phnom Penh Round Table Statement on Least Developed Countries' accession to WTO, the Communiqué of the Informal African WTO Trade Ministerial Meeting on Consolidating the Development Dimension, and the African, Caribbean and Pacific Declaration on the seventh session of the WTO Ministerial Conference.

Subprogramme 4
Services infrastructure for development, trade efficiency and human resources development

(a) *Enhanced understanding by Government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of policy options and their implications*

669. Advisory services were focused on further assisting beneficiary countries to develop, increase access to, and generate knowledge in order to enhance their productive capacities. Through UNCTAD assistance, Cambodia progressed with its legislation, including drafting processes, particularly in the fields of consumer protection and e-commerce, as did the Lao People's Democratic Republic, in the field of e-commerce. In the field of sustainable tourism, three communities in Benin (Abomey, Ganvié-So Ava, and Ouidah) introduced sustainable tourism concerns into their local development plans on the recognition that sustainable tourism is an essential tool for achieving the Millennium Development Goals. Two of those communities (Abomey and Ganvié-So Ava) also set up innovative partnerships with decentralized cooperation entities and NGOs to implement microprojects in the field of sustainable tourism.

Subprogramme 5
Africa, least developed countries, and special programmes

(a) *Enhanced capacity of least developed countries to formulate nationally owned trade policies, including through diagnostic trade integration studies that contribute to their poverty reduction strategies*

(b) *Least developed countries having mainstreamed those policies into their national development plans and poverty reduction strategies*

(c) *Increased awareness and knowledge of policy options and their implications*

670. UNCTAD missions to the Integrated Framework for Trade-Related Technical Assistance to Least-Developed Countries led to the formulation of projects based on the action matrices of the respective countries in Comoros, the Lao People's Democratic Republic, Uganda and Vanuatu. The strengthening of country ownership through the pre-Diagnostic Trade Integration Studies activities ensured informed participation of the various national stakeholders (public and private sectors, academia and civil society) in the Diagnostic Trade Integration Studies preparatory process, including its orientation and subsequent commitment required for a successful implementation phase. The knowledge shared on mainstreaming trade into national development plans and/or poverty reduction strategy papers and the link between trade and poverty reduction with the Integrated Framework countries in various advisory missions has improved the countries' understanding of its importance for raising the profile of trade in the national development agenda and broad economic policy debate.

UN-Habitat
Human settlements

Subprogramme 1
Regional and technical cooperation

(a) *Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with a special focus on the reduction of urban poverty and the response to natural and man-made disasters*

(b) *Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends*

(c) *Improved integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist*

671. A total of 24 technical advisory services were provided to human settlements policy formulation, capacity-building programmes and demonstration projects in developing countries and countries with economies in transition. Seventeen countries received support related to urban poverty issues, both in slum upgrading and social housing, and reconstruction of physical assets and democratic governance after disasters. UN-Habitat contributed to increased regional knowledge of urban conditions and trends through the substantive advisory services provided for the *Urban World* periodicals in Russian and Chinese. Technical advice was provided to 11 countries to support the integration of sustainable urbanization into national development policies and the United Nations development assistance frameworks. Through subregional conferences, follow-up mentoring has been provided to support the integration of recommendations into national strategy and policy instruments for social equity, affordable housing and land and property taxation.

United Nations Office on Drugs and Crime
International drug control, crime and terrorism prevention and criminal justice

Subprogramme 1
Technical assistance and advice

(a) *Enhancement of national capacity for implementing the conventions on drug control, transnational organized crime, corruption and terrorism and of the United Nations standards and norms on crime prevention and criminal justice*

(b) *Enhancement of the knowledge and skills of policymakers and criminal justice officials on the implementation of the conventions on drug control, transnational organized crime, corruption and terrorism and of the United Nations standards and norms on crime prevention and criminal justice*

672. The United Nations Office on Drugs and Crime made a significant contribution towards the ratification and implementation of the international drug and crime control instruments. Approximately 33 Member States ratified the United Nations Convention against Corruption and 12 ratified the United Nations Convention against Transnational Organized Crime, over the past two years. The Office focused on capacity-building on international cooperation in criminal matters, with special emphasis on extradition, mutual legal assistance and confiscation. It fostered effective cooperation and succeeded to promote one

language only in terms of extradition and Mutual Legal Assistance. The Office trained an estimated 1,000 officials of government and institutions in the areas of combating organized crime, trafficking, corruption, money-laundering and drugs. In order to respond more effectively to the request of Member States, the Office developed regional programmes on promoting the rule of law and human security.

Office of the United Nations High Commissioner for Human Rights
Human rights

Subprogramme 1
Advisory services, technical cooperation and field activities

(a) *Enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work*

(b) *Enhanced cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions in dealing with human rights issues that require a regional approach and initiative*

673. OHCHR raised awareness on human rights, standards and mechanisms through regional training and workshops in Africa, Asia and the Pacific, the Americas, the Middle East and North Africa. Intervention resulted in increased interest in rights and problems of indigenous people in Central Africa, West Africa and the Asia-Pacific region. Training and a study tour was also conducted for Arab experts to promote a culture of human rights in the Arab region. Technical support was provided for the Truth, Justice and Reconciliation Commission in Togo to prevent human rights violations before elections in 2010. The Arab Institute for Human Rights reinforced its knowledge and skills on human rights issues. Workshops were held in Asia and the Pacific to engage the United Nations country teams and prepare for universal periodic review participation from civil society, national institutions and Member States.

Office for the Coordination of Humanitarian Affairs
Humanitarian assistance

Subprogramme 1
Coordination of humanitarian action and emergency response

(a) *Effective contingency planning at the international and national levels*

(b) *Enhanced awareness, knowledge and skills on the part of Governments in contingency planning and the dissemination and application of contingency plans*

674. The biennium marked the increased institutionalization of inter-agency contingency planning throughout the system and the application of related guidance and training material. As a result, 60 priority countries were identified in six regions, and by the end of the year 56 countries (93 per cent) had completed an inter-agency process and an updated contingency plan in place. All 28 countries with a Humanitarian Coordinator had initiated or revised inter-agency plans, in accordance with standards. Among those countries reporting the benefits of contingency planning, were Burkina Faso and Nepal, both in facilitating responses to floods in 2009. In order to improve awareness and the quality of contingency planning, an online contingency planning toolkit that comprises support tools, templates and best practices was developed and launched in late 2009.

Subprogramme 2
Emergency support services

(a) *Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies*

675. The work of OCHA resulted in a protocol where Kazakhstan, Kyrgyzstan and Tajikistan agreed to the creation of a regional intergovernmental Disaster Management Centre. In 2009, OCHA worked with partners in the International Strategy for Disaster Reduction and UNDP to draft a capacity-development module for preparedness. As a result, module and training-of-trainers will be rolled out by the latter part of 2010. Meanwhile, the network of providers of international assistance to environmental emergencies was strengthened with the inclusion of Singapore and Sweden. The capacity of the Singapore Civil Defence and the Swedish Civil Contingency Agency in international environmental emergency response has been enhanced through training delivered in November. Guidelines for environmental emergencies were developed and endorsed, applying and consolidating the knowledge and experience to date on international provision and receipt of environmental emergency assistance.

B. Regional and subregional advisory services

Economic Commission for Africa
Economic and social development in Africa

Subprogramme 1
Trade, finance and economic development

(a) *Strengthened national capacity to design, implement and monitor sound macroeconomic policies, including financial, monetary and external trade policies, in order to achieve higher economic growth and sustainable development, consistent with the priorities of NEPAD*

(b) *Enhanced knowledge and skills of policymakers in designing and implementing sound macroeconomic policies and programmes, including financial, monetary and external trade policies*

676. Through the technical backstopping to the WTO African Group in Geneva on issues of importance to African countries within the framework of the Doha round of trade negotiations, the subprogramme contributed to enhancing African countries' constructive participation in multilateral trade negotiations. The subprogramme's activities also contributed to an increase in the number of common negotiating positions adopted by African countries in the WTO negotiations, particularly regarding market access, resulting in stronger and unified approach. For example, the communiqué issued (October 2009) by the African Group was used by the African ministers to emphasize the African position during the December WTO Ministerial Conference. Also, the number of WTO bodies chaired by representatives of the African Group increased from two in 2005 to eight in 2009.

Subprogramme 2
Food security and sustainable development

(a) *Improved national capacity for designing and implementing policies and programmes that take into account the interrelationships between agriculture and the environment, to be used in national sustainable development plans and strategies and other national plans and strategies to achieve food security and sustainable development*

677. The subprogramme's interventions resulted in common positions on harmonized strategies adopted by the African States at various forums, such as the eleventh Summit of the African Union Heads of State and Government on water and sanitation; the High-level Conference on Water for Agriculture and Energy in Africa; and the consultation meeting on flood forecasting and early warning. The subprogramme also contributed to strengthening the capacities of the Nile Basin (9 countries) to formulate strategies for implementing integrated water resources management strategies; Volta Basin (6 countries) regarding observatory on water resources and associated ecosystems; SADC (15 countries) on transboundary water management; and Zambezi Basin (8 countries) in flood forecasting and early warning. Moreover, support was provided on establishing the Observatory of the Volta-Hydrological Cycle Observing System.

Subprogramme 3
Information and science and technology for development

(a) *Improved capacity of member States to design and implement information policies and programmes related to the promotion of appropriate science and technology, including information and communications technologies, to address Africa's development challenges and priorities, as well as build knowledge economies*

678. The subprogramme contributed to an increased number of countries designing plans and strategies related to national information and communication infrastructure. Six African countries (Benin, Burkina Faso, Gambia, Mali, Niger and Nigeria) took steps to advance their implementation process in mainstreaming ICTs in various sectors, such as e-education, e-government, e-health, e-employment and ICTs in communities while, at the continental level, they adopted the statutes of the Pan-African Alliance on e-commerce, in 2009. The subprogramme's activities assisted in providing access to computers with local language setups for school children in Cameroon as well as it supported the adoption of sectoral ICT strategies in Botswana, Gambia, Swaziland and Zambia, and the adoption of ICT legal and regulatory frameworks at the regional and subregional levels and the regional economic communities.

Subprogramme 4
Economic cooperation and regional integration

(a) *Increased national capacity to adopt policies and implementing programmes for integrated natural resources development, including energy resources and other regional public goods, with a view to promoting regional integration*

(b) *Enhanced knowledge and skills of policymakers and other stakeholders for integrated natural resources development and management, including energy resources and other regional public goods*

(c) *Strengthened capacity for policymaking at the national, regional and subregional levels to support the implementation of NEPAD priorities and other regional initiatives*

679. The subprogramme developed frameworks to facilitate the harmonization of mineral and energy policies, laws and regulations at the regional, subregional and national levels through implementation of pilot projects on renewable energy and negotiations of natural resources contracts. The subprogramme also supported Burundi and the United Republic of Tanzania in ratifying a protocol on the Central African corridor; and in creation of a Free Trade Area among 19 COMESA, 14 SADC and 5 EAC countries. The subprogramme contributed to building capacities of member States and regional organizations in adopting the new mining regimes through communities of practice which enhanced knowledge and skills. The subprogramme contributed to various workshops and meetings on post-conflict reconstruction and development in line with the African Union 10-year capacity-building framework. Notable progress was achieved through the subprogramme's technical support in organizing an expanded meeting in 2009 for Darfur civil society to build a mandate for peace.

Subprogramme 5
Gender and women in development

(a) *Enhanced capacity of African countries to formulate and implement gender-sensitive policies and programmes for accelerating progress towards women's empowerment, gender equality and reducing poverty*

(b) *Enhanced capacity of policymakers and other stakeholders in the use of tools and methodologies for ensuring gender-responsive policies and programmes*

680. The subprogramme assisted member States in developing appropriate policies and frameworks through awareness and training of relevant Security Council resolutions and protocols, evidenced by the Democratic Republic of the Congo, Liberia, Sierra Leone and Uganda introducing national plans of action. The subprogramme assisted the African Union Commission in advocacy through production and dissemination of material on violence against women. The subprogramme also helped to build the capacity of public officers and NGOs on gender mainstreaming and women's human rights issues in Burkina Faso, Ghana, Mali, and the Niger. The subprogramme's activities also assisted Mauritius to develop the National Gender Policy Framework. The subprogramme assisted Cape Verde, Malawi, Namibia, the Niger, Senegal and Zambia in the use of its African Gender and Development Index.

Subprogramme 6
Subregional activities for development

(a) Enhanced capacity of member States, regional economic communities, intergovernmental organizations and civil society organizations to formulate and implement harmonized policies and programmes to address key subregional development priorities

(b) Strengthened understanding and skills at the subregional and country levels in designing and implementing harmonized policies and regional integration programmes

681. The subprogramme assisted the regional economic communities in accelerating the implementation at the national, regional and subregional levels of e-strategies for SADC; harmonized ICT legal frameworks for ECOWAS; a strategy for information society for CEEAC; and e-government, e-legislation and e-security for COMESA. In West Africa, the subprogramme was instrumental in setting up the ECOWAS Project Preparation and Development Unit, to implement viable regional infrastructure projects (transport, energy, telecommunications and water resources), a strategic framework on harmonization of policies, and the setting of a regional infrastructure fund, including the preparation of the third ECOWAS Business Forum on regional energy projects and energy resources database. Regional integration was promoted through capacity-building activities towards the integration of institutions and the promotion of transboundary cooperation in ICTs, trade, mining, water, energy, transport, and trade facilitation.

Subprogramme 7
Statistics

(a) Enhanced statistical capacity of member States to improve economic management and the tracking of progress towards the achievement of nationally and internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992

(b) Enhanced knowledge and skills of policymakers and officials of national statistical offices in the organization and management of statistical systems, including for collecting and analysing data, for improved economic management and tracking progress towards the achievement of internationally agreed development goals, including the Millennium Development Goals

682. Through Partnerships in Statistics in the twenty-first century (PARIS21), joint missions resulted in the development of National Strategies for the Development of Statistics in Burundi, the Democratic Republic of the Congo and Djibouti. The subprogramme's activities contributed to enhancing awareness and knowledge of national policymakers and statisticians regarding tools and skills needed to formulate and implement strategies to develop their national statistical systems and adopt international statistical standards and best practices. Advisory services supported Angola and the Democratic Republic of the Congo in the preparation of and commitment to undertake population and housing censuses; and Botswana in passing its Statistics Act. A manual on engendering censuses and surveys was developed and used appropriately to provide gender data for planning. Similarly, a platform for information-sharing and discussion on gender statistics (Gender Statistics Network (GESNET)) was operationalized for the stakeholders.

Subprogramme 8
Social development

(a) *Improved capacity of member States to design, implement and monitor poverty reduction strategies consistent with internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the priorities of NEPAD*

683. The subprogramme contributed to strengthening the capacity of member States for effective design and implementation of poverty reduction strategies, policies and programmes; and enhancing knowledge-sharing on poverty reduction strategies and the Millennium Development Goals, through the African Learning Group on Poverty Reduction Strategies and the Millennium Development Goals. The subprogramme also undertook a study on Millennium Development Goals-based planning in 15 African countries (Botswana, Cameroon, the Congo, Côte d'Ivoire, the Democratic Republic of the Congo, Egypt, Ethiopia, Ghana, Mali, Morocco, Nigeria, Senegal, the Sudan, the United Republic of Tanzania and Zambia); social protection in 10 countries (Algeria, Angola, Kenya, Malawi, Mali, Mauritius, Namibia, Nigeria, South Africa and Tunisia); spatial analysis/subnational jurisdictions in four countries (Morocco, Nigeria, South Africa and the Sudan); and synthesis on the African Peer Review Mechanism, poverty reduction strategies and the Millennium Development Goals in 3 countries (Benin, Nigeria and South Africa) of the countries that have adopted Millennium Development Goals-based poverty reduction strategies or national development plans.

Economic and Social Commission for Asia and the Pacific
Economic and social development in Asia and the Pacific

Subprogramme 1
Poverty and development

(a) *Increased national capacity to formulate and implement effective, sustainable and gender-responsive economic and development policies for achieving the Millennium Development Goals, particularly in the area of poverty reduction*

(b) *Increased capacity of Governments, civil society and the private sector in Asia and the Pacific, particularly the least developed countries, to formulate and implement poverty reduction programmes that are effective, sustainable and gender-responsive and that focus on economically vulnerable groups*

(c) *Improved national capacity to formulate and implement development policies, projects and/or research programmes that reduce rural poverty through the sustainable development of secondary crops*

684. Through the ESCAP-ASEAN Regional High-level Expert Group Meeting on Post-Nargis Recovery and Livelihood Opportunities, Asian and Pacific countries increased awareness of regional experiences in dealing with natural disasters and strengthened their capacity to formulate medium- to long-term recovery strategies. Senior officials from finance ministries and central banks from 17 Asian and Pacific countries gained improved capacity to implement macroeconomic policies in the context of the financial crisis. Asian and Pacific countries strengthened their capacities to respond to the food-fuel crises and climate change, as a result of the technical assistance provided by ESCAP. Support provided by ESCAP led to the adoption of the Bali Outcome Document, which called for urgent regional actions in

addressing the food, fuel and financial crises. ESCAP assisted countries in the Asia and Pacific region to formulate and implement relevant policies, projects and research programmes to address poverty reduction.

Subprogramme 2
Statistics

(a) *Increased national capacity in Asia and the Pacific, particularly the least developed countries, to provide data required for measuring progress towards achieving internationally agreed development goals*

(b) *Increased access to comparable development and short-term indicators for policymakers, the development community and the public at large*

(c) *Increased knowledge and understanding of key national and regional socio-economic trends, especially progress towards the Millennium Development Goals, by national official statisticians and policymakers in the Asia and Pacific region*

685. ESCAP developed and initiated implementation of a draft regional programme to enhance the capacity of developing countries in the Asia and Pacific region to produce basic economic statistics in accordance with international standards and good practices. As a result of the programme, developing countries have an improved capacity to produce a minimum core set of economic statistics critical for decision-making. Advisory services resulted in better measurement of informal employment and the contribution, through economic activity, of the informal sector to gross domestic product, compilation of various price and quantity indices in accordance with international standards and methodologies, and better understanding of tracking methodologies and the use of indicators to measure development outcomes (Millennium Development Goals). The Statistical Institute for Asia and the Pacific increased the capacity of statisticians to use and promote new techniques, methodologies and analytical frameworks to generate high quality statistical data.

Subprogramme 3
Development of Pacific island countries and territories

(a) *Increased national capacity to develop policies and strategies to improve the lives of vulnerable groups*

(b) *Improved subregional cooperation to strengthen sustainable economic and social development of small island developing States*

686. Pacific countries strengthened their capacities to implement the Biwako Millennium Framework for Action and the Biwako Plus Five and coordinate among relevant stakeholders, including NGOs and disabled persons organizations, as a result of the provision by ESCAP of technical cooperation and advisory services. Pacific countries endorsed the Pacific Regional Strategy on Disability, through a subregional forum on disability, which provided countries with tools to assist in setting national priorities to address articles of the Convention on the Rights of Persons with Disabilities. ESCAP responded to the urgent need in Samoa for post-disaster impact and needs assessment after the recent tsunami in the Pacific and in Myanmar for increasing the capacity of policymakers to design and implement recovery and reconstructions measures following Cyclone Nargis in May 2008.

Subprogramme 4
Trade and investment

(a) *Increased national capacity to effectively negotiate, conclude and implement multilateral and other trade agreements supporting the internationally agreed development goals, including the Millennium Development Goals*

(b) *Increased capacity and regional cooperation to develop and implement trade efficiency policies and programmes to promote international competitiveness*

(c) *Increased capacity to design and implement policies and programmes that create an enabling environment for investment and promote a competitive business sector*

(d) *Increased capacity to design and implement policies and programmes that promote sustainable economic growth and rural poverty reduction through agro-technology transfer and agro-based enterprise development*

687. Asian and Pacific countries increased their capacities and commitment in trade agreement negotiations through the WTO/ESCAP Technical Assistance Programme. Technical assistance activities contributed to capacity to better understand issues related to trade policymaking, and to capacity to formulate and implement trade policies. Officials from customs, trade, the freight forwarding and trading communities increased their capacity on trade facilitation and Single Electronic Window preparedness, and strengthened their capacity to review, analyse and integrate their agency functions in the Single Electronic Windows project. Opportunities through regional cooperation and public-private partnerships led to the formulation of policy options for regional energy security. Member countries of the United Nations Asian and Pacific Centre in Agricultural Engineering and Machinery in the Asia and Pacific region have taken actions to set up an effective mechanism to promote green and safe agricultural machinery through the promotion of green agro-technology transfer.

Subprogramme 5
Transport and tourism

(a) *Enhanced knowledge and capacity of national Governments, civil society and non-governmental organizations to develop and implement effective and sustainable transport and tourism policies and programmes, including those targeting the Millennium Development Goals, and road safety issues*

(b) *Improved capability of national Governments and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages*

(c) *Increased capacity of national Governments and industry to implement measures to improve the efficiency of international transport operations and logistics*

688. Thirteen countries benefited from the advisory missions and training of trainers workshops organized under the project on capacity-building and skills development in freight forwarding, multimodal transport and logistics, to enhance the capacities of participating countries to deliver quality training on freight forwarding, multimodal transport and logistics. During the biennium 2008-2009, continued technical assistance on the negotiation of the Intergovernmental Agreement of the Shanghai Cooperation Organization Member States on Facilitation of International Road Transport was provided to the Shanghai Cooperation

Organization, members of which comprise China, Kazakhstan, Kyrgyzstan, the Russian Federation, Tajikistan and Uzbekistan. That area of work was accorded high priority in the Almaty Programme of Action. Following eight negotiating meetings, the Agreement was successfully adopted in June 2008 in Kyrgyzstan.

Subprogramme 6
Environment and sustainable development

(a) *Improved national capacity to develop and implement policies and programmes that contribute to green growth*

(b) *Increased national capacity to develop and apply socio-economic policy instruments to improve environmental management and performance*

(c) *Enhanced national capacity to identify effective policies and programmes for efficient and cleaner production, management and use of energy resources on national, subregional and regional levels*

(d) *Increased national capacity in formulating and implementing effective sustainable development policies and strategies on management of water resources and natural disasters, in particular in disaster-prone countries, in terms of preparedness, response and recovery*

689. ESCAP responded to the critical need of member States for policy approaches on climate change and a regional perspective of a post-2012 framework. Through regional forums, such as the Better Air Quality workshop; Asia-Pacific Forum on Low-Carbon Economy; and the Regional Workshop on Low-Carbon, Green Growth in Asia, ESCAP promoted co-benefits approaches as well as policy options for low-carbon development compatible with the national development agenda. Government officials from the region increased their knowledge on the achievements of the International Year of Sanitation as well as on the key challenges in meeting the Millennium Development Goal on sanitation through a capacity-building workshop held in Macao, China. ESCAP member States also increased their capacities to formulate and implement policy reforms related to water resources management.

Subprogramme 7
Information, communication and space technology

(a) *Strengthened national capacity to design, develop and implement national information, communication and space technology policies and programmes, including development initiatives that facilitate equitable access to information, communication and space technology, with special emphasis on achievement of the Millennium Development Goals and the Plan of Action of the World Summit on the Information Society*

(b) *Strengthened national capacity, partnerships and regional cooperative mechanisms for the use of space technology for achieving internationally agreed development goals and disaster reduction*

(c) *Improved national and institutional capacity through training programmes in the use of information and communication technology for the purposes of socio-economic development*

(d) Strengthened national capacity to nurture and promote national innovation systems to create an enabling environment for technology transfer in order for countries of the region to meet development challenges in the global economy

690. Nineteen countries benefited from the exchange of information and good practices on urban flood risk management in the region and increased their awareness of innovative strategies to better prepare for and respond to urban floods. Furthermore, policymakers and experts from least developed countries, landlocked developing countries and small island developing States, including Bangladesh, Cambodia, the Lao People's Democratic Republic, Kazakhstan, Maldives, Mongolia, Myanmar, Nepal, Papua New Guinea, Solomon Islands, Sri Lanka and Tajikistan, were trained on the use of spatial data, remote sensing, geographical information systems, and other space applications to create geoinformation for natural hazard management and disaster risk reduction, as well as the development of local tsunami warning systems and measures for disaster preparedness and mitigation.

Subprogramme 8
Social development, including persistent and emerging issues

(a) Increased national capacity for gender mainstreaming in priority areas

(b) Increased national capacity to build enabling institutions and to formulate and implement measures for improving health, in line with the Millennium Development Goals

(c) Increased national capacity to integrate social dimensions into diverse development sectors, including addressing population concerns and the needs of socially vulnerable groups

691. ESCAP work strengthened coordinated efforts among United Nations partners to enhance the impact of the United Nations system's capacity-development work at the regional level in promoting gender equality and empowerment of women. Furthermore, ESCAP technical assistance increased the national capacity of Pacific countries to integrate social dimensions into diverse development sectors, particularly on taking appropriate measure to address social protection in the subregion, and enabled policymakers in the Pacific countries to have an improved understanding of key issues in developing social protection measures. Countries in the region enhanced their understanding of issues relating to international migration and development through the Asia-Pacific High-level Meeting on International Migration and Development, held in Bangkok, and the Policy Dialogue on the Impacts of the Global Financial Crisis on International Migration, held in Bangkok.

Economic Commission for Europe
Economic development in Africa

Subprogramme 1
Environment

(a) *Strengthened capacity to develop transboundary water cooperation and national integrated water resources management plans in the Eastern Europe, the Caucasus and Central Asian, and South-Eastern European region*

(b) *Improved transboundary environmental and natural resources management in Central Asia by introducing provisions and principles of ECE environmental conventions*

692. Technical cooperation activities were aimed at strengthening national capacities for transboundary environmental and water cooperation in Central Asia, the Caucasus, Eastern Europe and South-Eastern Europe. As a result, two agreements regulating cooperation between water-sharing countries have been established: on the Drin (river basin) process in South-Eastern Europe and the Chu and Talas rivers in Central Asia. Progress has also been made in dam safety cooperation in Central Asia, sustainable management of water resources of the Dniester river basin in Eastern Europe and the Kura River in the Caucasus. Fourteen countries in Eastern Europe, Central Asia and the Caucasus and South-Eastern Europe benefited from projects and advisory missions aimed at strengthening their national capacity for transboundary cooperation on water and other natural resources. That work has contributed to eight ratifications/accessions to ECE conventions and protocols during the reporting period and contributed to improved implementation of those legal instruments.

Subprogramme 2
Transport

(a) *Strengthened capacity to increase accession to and implementation of ECE legal instruments and recommendations on transport*

(b) *Strengthened subregional cooperation towards the development of pan-European transport networks and Euro-Asian transport links*

693. ECE capacity-building and advisory services were focused on promoting ratification and implementation of ECE international conventions and agreements in the field of transport. They contributed to 15 new accessions by countries in Eastern Europe, Central Asia and the Caucasus to the ECE conventions, mainly in the field of transport of dangerous goods. Two countries (Azerbaijan and Belarus) have made progress towards their membership in Trans-European Motorway and Trans-European Railway projects. In early 2008, ECE established an institutional structure to support the development of the Euro-Asian Transport Linkages. Regional advisory services contributed to the participation of five countries (Lithuania, Tajikistan, the former Yugoslav Republic of Macedonia, Turkey and Turkmenistan) in the Euro-Asian Transport Linkages project, phase II. Capacity-building workshops strengthened national capacities of countries with economies in transition for international transit along the Euro-Asian transport routes.

Subprogramme 3
Statistics

(a) *Further developed national institutional frameworks and corresponding implementation practices of member countries, in line with the ECE Fundamental Principles of Official Statistics*

(b) *Enhanced capacity of national statistical offices to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields in accordance with international standards and frameworks*

694. ECE provided training and advisory services to 17 countries in Eastern Europe, Central Asia and the Caucasus. Global Assessments of National Statistical Systems of Armenia and Kazakhstan, carried out by ECE, in cooperation with partners (ESCAP, European Free Trade Association, and Eurostat) contributed to the development of the framework of official statistics of those countries. As a result of ECE assistance, countries in Eastern Europe, Central Asia and the Caucasus and South-Eastern Europe implemented a total of 45 ECE recommendations in the biennium. ECE undertook 27 advisory missions to those countries. These advisory services contributed to improved understanding of the role of official statistics, communication of statistical information, and other topical issues, such as the System of National Accounts and the gender sensitivity of statistics. During the reporting period, 362 participants (61 per cent females) enhanced their capacity in 12 workshops organized by ECE.

Subprogramme 4
Economic cooperation and integration

Enhanced knowledge of best practices and guidelines related to economic cooperation and integration, particularly those covered by the United Nations Special Programme for the Economies of Central Asia

695. Through coordinated capacity-building work of six project working groups within the framework of the United Nations Special Programme for Economies of Central Asia (SPECA), the SPECA Governing Council has adopted a number of policy recommendations and guidelines related to best practices in economic cooperation and integration. Seven SPECA countries have demonstrated significant progress in their implementation, in particular, on dam and road safety. Three countries have indicated their interest in acceding to the ECE Water Convention, in addition to the present two parties from SPECA. Some 300 Government representatives and experts participated in meetings of the SPECA Governing Council, the Economic Forum and the project working groups.

Subprogramme 5
Sustainable energy

(a) *Enhanced capacity of experts in countries with economies in transition to implement international and ECE instruments*

(b) *Progress in addressing energy conservation and efficiency issues in economies in transition, especially those leading to a reduction in energy-related environmental impacts, including progress in the formation of energy efficiency markets in those countries*

696. Ten countries with economies in transition strengthened capacities and skills of their experts to use various financing instruments with a view to promoting energy efficiency investments, accelerating integration of their economies in the region and developing sustainable energy systems. Advisory services on energy efficiency and energy conservation contributed to the establishment of the Energy Efficiency and Energy Conservation Centre in Kazakhstan. Ten countries strengthened capacity of their national experts to eliminate existing barriers to the development of renewable energy sources and prepared renewable energy sector national reports. Two energy efficiency workshops were organized within the United Nations Special Programme for the Economies of Central Asia framework and two workshops under the project on energy efficiency market formation in south-eastern Europe. Those and other capacity-building and advisory activities contributed to strengthening the capacity of the recipient countries in addressing energy conservation and efficiency issues.

Subprogramme 6
Trade

(a) *Increased implementation of ECE trade facilitation recommendations, norms and standards in procedures and regulations of countries with economies in transition*

(b) *Strengthened skills and understanding of national staff in using ECE standards for trade, trade facilitation and electronic business*

697. Twenty-six countries strengthened their capacity to understand and implement ECE trade facilitation standards and measures, and improved trade development and facilitation policies. As a result, five United Nations Special Programme for the Economies of Central Asia countries launched Single Window national projects and two countries developed their Single Window action plans. Four countries adopted trade facilitation measures and five Eurasian Economic Community countries reviewed their legislation in the areas of trade facilitation, e-commerce and the Single Window. The regional initiative on the Single Window was launched in the South Caucasus. Over 530 participants from 26 countries strengthened their capacity to implement trade development and regional integration policies and trade facilitation measures through participation in the ECE capacity-building workshops and seminars. About 97 per cent of the respondents of the surveys affirm that the training strengthened their capacity to implement trade facilitation standards and measures.

Economic Commission for Latin America and the Caribbean
Economic and social development in Latin America and the Caribbean

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) *Enhanced national capacity of Latin American and the Caribbean countries to design and adopt trade policies as well as to implement and manage agreements resulting from trade negotiations at the bilateral, subregional and multilateral levels*

(b) *To improve transparency in trade policymaking, raising the knowledge and participation of civil society regarding trade-related matters*

698. ECLAC organized and co-organized a wide range of technical cooperation activities, including 15 technical workshops, one training course, and three advisory missions. Through these activities, 1,000 participants from public and private sector entities of the region acquired new knowledge and enhanced their capacities regarding good practices in formulating and implementing public-private alliances for export development. Six ECLAC technical workshops contributed to increased knowledge and participation of civil society on matters regarding the impact of trade policy on poverty reduction and the relation between trade and corporate social responsibility for 515 technical workshop participants from public institutions, the private sector and civil society organizations of the region. The knowledge gained in ECLAC technical workshops raised their awareness on the impact of trade policy and on corporate social responsibility.

Subprogramme 2
Production and innovation

Strengthened capacity of national policymakers to evaluate, design and implement financing measures and sectoral policies to foster productive development and innovation processes at the microeconomic level

699. Policymakers and technical staff from Argentina, Brazil, the Plurinational State of Bolivia, Chile, Ecuador and El Salvador strengthened their capacity to design and implement policies and measures related to the development of information and communication technologies with particular emphasis on e-government policies and strategies thanks to support from ECLAC technical cooperation services. Within the framework of cooperation agreements, a series of advisory services were provided to the Governments of Ecuador and El Salvador to support the formulation of their national e-government strategies. Three countries (Chile, Colombia and the Dominican Republic) used information received through ECLAC technical cooperation services in the areas of productive development financing. Furthermore, 240 participants from countries of the region acquired new knowledge regarding e-government, knowledge management and innovation.

Subprogramme 3
Macroeconomic policies and growth

(a) *Strengthened capacity of national policymakers to design and implement macroeconomic policies and measures aimed at greater stability in growth, based on the assessment of determinants of growth*

(b) *Increased understanding from national policymakers of emerging issues affecting growth in the context of globalization*

(c) *Increased exchange and coordination among Latin American and Caribbean countries and between countries and regional or subregional institutions in the analysis and design of macroeconomic policies*

700. Advisory services were provided through four advisory missions, four seminars and workshops and two international courses in the areas of employment and labour markets, inflation and macroeconomic projections in the course of the biennium. ECLAC also provided technical cooperation services in the areas of coordination between fiscal and monetary policies, and enhancing domestic financial markets. Exchange of experiences and coordination in the analysis and design of macroeconomic policies among countries of the region has been increased through ECLAC technical cooperation activities. These efforts included a workshop organized jointly with the Latin American Integration Association, where at least 50 high-level participants from the ministries of finance, foreign affairs and central banks of the Association's member countries were able to enhance the coordination and exchange of experiences related to payment systems in national currencies and international payments and credits.

Subprogramme 4
Social development and equity

(a) *Strengthened capacity of national policymakers to manage and classify social expenditure, labour market and social protection issues in order to improve the evaluation of social programmes*

(b) *Enhanced national capacities of ECLAC member countries to monitor social indicators' trends and progress made towards the achievement of the Millennium Development Goals*

701. Policymakers from nine countries (Plurinational State of Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Haiti, Paraguay, Peru and the Bolivarian Republic of Venezuela) of the region strengthened their capacity to manage and classify social expenditure in order to improve the evaluation of social programmes as a result of technical cooperation services and the adoption of methodologies developed by ECLAC. Staff from the ministries of finance and/or social planning of five countries (Plurinational State of Bolivia, El Salvador, Guatemala, Paraguay and Peru) applied ECLAC methodologies and recommendations to develop specific national models that enabled the measuring and monitoring of social expenditure to support the formulation of social policies with emphasis on social protection and labour market issues in the particular context of the economic and financial crisis of 2008-2009. A total of 330 participants in technical workshops organized by ECLAC enhanced their capacities to monitor social indicators and the progress made towards the achievement of the Millennium Development Goals, in particular Goal 1 on poverty and hunger.

Subprogramme 5
Population and development

(a) *Enhanced technical capacities of Latin America and the Caribbean countries to monitor population trends and tackle population and development issues for use in social programming*

(b) *Increased technical capacity of countries of the region to monitor progress in the implementation of the recommendations and goals of relevant international agreements (International Conference on Population and Development, Madrid International Plan of Action on Ageing and relevant Millennium Development Goals)*

702. Thirteen countries strengthened their capacity to monitor population trends for use in social programming. ECLAC also provided remote technical assistance to 11 countries on the formulation and revision of censuses, analysis of population forecasts, and the preparation of national training courses in those areas. Two hundred and eighty-six technical staff attended training and workshops on enhanced data-processing methods by using the System for the Retrieval of Census Data for Small Areas by Microcomputer, a technological tool developed by ECLAC and widely used in the region and beyond. Through five workshops organized by ECLAC, 236 participants from 20 countries increased their technical capacity to monitor progress of international commitments related to the International Conference on Population and Development, the Madrid Plan of Action on Ageing and the relevant Millennium Development Goals. These workshops supported technical staff from the region to improve data collection efforts, incorporate new methodologies for the monitoring of the goals of the Conference and progress towards achieving the Millennium Development Goals.

Subprogramme 6
Sustainable development and human settlements

(a) *Enhanced capacity of national, regional and local staff in countries of the region to evaluate and design sustainable environmental and urban development policies in the framework of relevant international and regional Conventions*

(b) *Improved knowledge of national technical staff on the monitoring of progress made towards meeting the Millennium Development Goals related to environmental and urban development*

703. Two ECLAC regional meetings galvanized work among negotiators and policymakers on forest issues and climate change so that 11 countries (Argentina, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Peru and Uruguay) of the region set up networks to exchange experience on issues related to reduction of emissions from deforestation and forest degradation and to formulate common positions for their participation in global forums on climate change. Two technical workshops held in Colombia and Peru enabled forest experts from 14 regional countries (Argentina, the Plurinational State of Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, Guatemala, Mexico, Panama, Peru and the Bolivarian Republic of Venezuela) to enhance their technical capacities related to the design of climate change mitigation measures with emphasis on reduction of emissions from deforestation and forest degradation. ECLAC pioneered methodological guidelines and modelling tools to support national technical staff of the region in conducting the reviews of the

economics of climate change and in formulating mitigation policies and measures through the provision of advisory missions to 12 countries (Argentina, Chile, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Trinidad and Tobago and Uruguay).

Subprogramme 7
Natural resources and infrastructure

(a) *Enhanced capacity to assess and implement policies for the sustainable management and conservation of natural resources based on appropriate economic and institutional evaluation*

(b) *Strengthened skills of national staff to evaluate alternatives for policymaking, planning, organization and regulation of public utilities and infrastructure services and systems*

704. As a result of advisory missions and seven national workshops, technical staff from Argentina, Colombia, Costa Rica, Honduras and Peru applied a methodology designed by ECLAC to support the formulation of policies related to the production and use of biofuels. Additionally, as a result of ECLAC technical workshops, technical staff from Barbados, Guyana, Suriname, and Trinidad and Tobago enhanced their technical capacities related to energy efficiency issues. Five countries (Colombia, Ecuador, Guatemala, Peru and the Bolivarian Republic of Venezuela) strengthened their skills and capacities to implement and assess policies for the sustainable management of water supply and sanitation as a result of ECLAC advisory services and training. Additionally, 17 countries (Belize, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Bahamas, Barbados, Guyana, Jamaica, Saint Lucia, Suriname and Trinidad and Tobago) enhanced their capacities on infrastructure issues by assessing or adopting national and subnational measures in the following areas: road safety, ports and concession models, and transport facilitation programmes for landlocked countries.

Subprogramme 8
Statistics and economic projections

(a) *Strengthened skills and understanding of national staff to compile and disseminate core economic, social and environmental data in accordance with international standards and frameworks*

(b) *Strengthened capacity to monitor the evolution of economic and social indicators (in particular those included in the Millennium Development Goals and other internationally agreed development goals) for social planning and formulation of social policies*

705. Senior technical staff from national statistics offices from nine countries strengthened their skills and understanding to compile, disseminate and use core economic, social and environmental data in accordance with international standards, by incorporating methodological recommendations received through 14 ECLAC advisory missions. Three countries (the Plurinational State of Bolivia, the Dominican Republic and Nicaragua) used ECLAC methodological recommendations to strengthen the design of national household surveys related to social indicators. Five countries (Colombia, Costa Rica, El Salvador, Panama and the Bolivarian

Republic of Venezuela) enhanced their processing and analysis in the areas of poverty and employment by using new tools and methodologies. Through four ECLAC training workshops, 94 participants from seven countries strengthened their capacity to monitor the evolution of social indicators and acknowledged the usefulness of the training received on social planning and formulation of economic and social policies.

Subprogramme 9
Subregional activities in Mexico and Central America

(a) *Enhanced capacity of ECLAC member States to assess poverty reduction and related economic challenges and formulate relevant policies, including at the macroeconomic level*

(b) *Strengthened technical and analytical skills of ECLAC member States to develop and implement policies in trade and integration, sustainable development, disaster assessment and risk management*

706. As a result of 25 ECLAC advisory missions, eight countries of the subregion (Costa Rica, Cuba, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico and Nicaragua) enhanced their capacities to formulate and implement policies and measures in the following areas: subregional integration, trade with particular emphasis on customs issues and insertion in global value chains, macroeconomic policies to tackle the financial and economic crisis, adaptation to climate change and mitigation of its impacts. Technical staff from seven countries (Belize, the Plurinational State of Bolivia, Haiti, Honduras, Mexico, Nicaragua and Peru) strengthened their skills to assess the socio-economic impact of natural disasters and to formulate risk reduction strategies as a result of ECLAC advisory missions and training courses. Mexico and the Plurinational State of Bolivia received specific rapid-response technical services to address epidemiologic crises. ECLAC technical cooperation services, including 11 advisory missions, enabled Haitian authorities to improve their capacities in the areas of food security, macroeconomic policy, financial cooperation and risk reduction.

Subprogramme 10
Subregional activities in the Caribbean

(a) *Enhanced technical capacity of countries of the subregion to monitor progress in the implementation of their national plans to accomplish the Mauritius Strategy for the Sustainable Development of Small Island Developing States*

(b) *Increased technical capacities in the countries of the subregion for the assessment of the socio-economic and environmental effects of natural disasters*

707. With regard to (a), Government authorities from five countries increased their technical and policymaking capacities to reach sustainable development goals through ECLAC advisory missions to assess the socio-economic impact of natural disasters, support the formulation of recovery plans and design risk management strategies. Moreover, three intergovernmental institutions benefited from these services and from improved coordination with other United Nations system agencies to enhance their own capacities to participate in evaluation missions related to natural disasters and recovery strategies.

708. With regard to (b), 98 technical staff from three countries increased their methodological knowledge and technical capacity to measure the damage and losses related to natural disasters at the sector level or to design and implement preventive or emergency measures at the national and subnational levels, owing to participation in three training workshops organized by ECLAC.

Economic and Social Commission for Western Asia
Economic and social development in Western Asia

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) *Strengthened policy dialogue on sustainable development priority issues, in particular the sustainable production and consumption of water and energy resources, taking into account environmental considerations*

(b) *Enhanced knowledge and improved skills of national officers, practitioners and end-users to address opportunities and constraints for the sustainable management of natural resources*

709. Training workshops and advisory services were provided to enhance capacity in order to address challenges in water management and environmental issues in the Gulf areas, Jordan, Lebanon and Palestine. As a result, Law 33 for wastewater and sanitary sewerage was drafted in Bahrain; the management of hydrologic droughts, hydrologic monitoring network and environmental impact assessment in Jordan was promoted; a study on the assessment and strategic management of the water sector was conducted in Saudi Arabia, which led to the National Water Plan. Up to 200 officials participated in eight workshops organized to strengthen stakeholders' capacities in the fields of energy, water, sustainable production and consumption. Those workshops contributed to the establishment of national cleaner fuel strategies. The workshops called for the adoption and implementation of national energy efficiency programmes based on acquiring international standards such as environmental energy systems.

Subprogramme 2
Integrated social policies

(a) *Strengthened capacity of member countries to adopt an integrated and participatory approach for social policy formulation, implementation and monitoring*

(b) *Increased understanding of national stakeholders of the principles, approaches and instruments of integrated social policies*

710. Capacity-building and advisory services provided to countries such as Lebanon as ESCWA assisted the Ministry of Education and Higher Education to formulate its strategic vision. As a result of advisory services, development plan for the area of Borj Hammound was articulated and gender mainstreaming and strategies were promoted in the Ministry of Social Affairs. Three workshops were organized to increase the understanding of social equity policies through integration of youth in the development process. The workshop on the training needs of charities in Saudi Arabia resulted in a national Strategy for Work. Furthermore, Palestine benefited from the increased national dialogue on integrated social policy among the main Palestinian stakeholders and the development of mechanisms aimed

at promoting national consensus. Up to 150 participants, of whom 50 were women, took part in the workshops.

Subprogramme 3
Economic development and integration

(a) *Increased commitment from member countries to implement their obligations under the Monterrey Consensus, the Doha Development Agenda and the Integrated Transport System in the Arab Mashreq and to move towards regional integration in a globalizing world*

(b) *Strengthening capacity of Government officials to develop and implement sound economic policies and strategies for sustainable economic growth*

711. Capacity-building and advisory services were provided to ESCWA member countries in the area of macroeconomics, WTO, transport and trade. One of the advisory missions was to assist Egypt in implementing the Agreement on International Roads in the Arab Mashreq. In addition, Oman benefited from ESCWA in reviewing and commenting on the seventh and the eighth five-year plans and the ninth development plan for the Ministry of Economic and Planning in Saudi Arabia. Four workshops were organized to follow up on the International Conference on Financing for Development; on promoting the Arab Mashreq Road Safety Partnership; on negotiating of bilateral investment agreements and double taxation avoidance; and on the WTO Dispute Settlement Code for Saudi Arabia. Up to 140 participants took part in the workshops.

Subprogramme 4
Information and communications technology for regional integration

(a) *Increased commitment to move towards an information society and a knowledge-based economy within the context of the regional plan of action*

(b) *Strengthened knowledge and improved skills in national offices to develop relevant mechanisms and programmes to move towards an information society and a knowledge-based economy*

712. Capacity-building and advisory services were provided on e-commerce, e-government, e-marketing, and information technology strategies and policies. In that context, an action plan to develop the information technology centre in the Ministry of Economy and Planning was established to promote an information-based society in Saudi Arabia. A policy of action on an e-government plan, ICT strategy plan and national data centre were promoted in Palestine. Six workshops were organized to enhance knowledge and skills of officials of ESCWA member countries on measuring ICT indicators; cyberlegislation and its application in the ESCWA region; ICT data and statistics; public-private partnerships for ICT initiatives; and investment in ICT sectors; the establishment of science and technology indicators and observatories in the ESCWA region; and national profiles of the information society in Western Asia. Up to 180 participants, of whom 35 were women, took part in the workshops.

Subprogramme 5
Statistics for evidence-based policymaking

(a) *Enhanced institutional framework for national statistics to collect, produce and disseminate in a timely manner official statistics and indicators in the economic, social, and environmental fields, with special emphasis on the system of national accounts 1993, population and housing censuses and household surveys*

(b) *Strengthened skills of staff of national statistical offices to produce, compile and disseminate data in accordance with international standards and frameworks*

713. ESCWA provided training and advisory services to 11 member countries. As a result, a developed framework for data collection of industrial statistics has improved the current dissemination of Saudi Arabia's statistical information on the industrial sector. In Yemen, a developed integrated survey was designed to cover establishment of compilation data system for external trade statistics. Advisory services contributed to improved understanding and application of statistical methods related to labour, industrial, household, economic, social, environmental statistics. Nine workshops were organized to increase capacities of officials of member countries in the areas of industrial statistics, international migration statistics, poverty measurement, planners of employment, statistical data and metadata exchange, analysis of energy statistics and indicators and trade in services and on improvement of statistical legislations in the ESCWA region. Some 250 participants, of whom 50 were women, benefited from the workshops.

Subprogramme 6
Advancement of women

(a) *Increased advocacy for addressing gender imbalances and mainstreaming a gender perspective, with particular attention to the participation of women in legislative and executive authorities*

(b) *Improved understanding and knowledge and strengthened skills of national mechanisms to compile and disseminate core data and report on the advancement and empowerment of women in accordance with international conventions and frameworks*

714. Capacity-building and advisory services provided to eight member countries, thereby contributing in increasing awareness on the implementation of the Convention on the Elimination of Discrimination against Women, on the impact of violence against women, on gender budgeting and on empowerment of women. For the Syrian Arab Republic, a chapter on women was prepared as part of the eleventh five-year plan. For Saudi Arabia, the chapter on women, family and society was prepared for the ninth development plan. A total of 14 workshops were organized to strengthen the capacity of the member countries on the following issues: the Convention, discrimination and violence against women, leadership and decision-making, conflict resolution, negotiations, communications and lobbying skills, and the protection of women in armed conflict. Up to 280 women participated in the workshops.

Subprogramme 7
Conflict mitigation and development

(a) Increased knowledge among stakeholders of the impact of conflict on socio-economic development and the issues to be taken into consideration for conflict recovery and management

(b) Increased knowledge and improved skills of officials to identify and address socio-economic needs and political challenges posed by conflict and instability

715. Four workshops were organized to increase knowledge and improve skills on strategic planning and ethno-sectarian tensions in the Arab World in Lebanon, the Sudan and Palestine. Up to 100 participants, of whom 20 were women, took part in the workshop. In addition, four officials from Palestine participated in fellowships programmes on institutional development.

Section 23
Human rights

Highlights of programme results

716. Against the backdrop of the sixtieth anniversary of the Universal Declaration of Human Rights, the current biennium saw a number of positive developments, through strengthened normative frameworks (including the adoption and entry into force of new instruments) and increased implementation of human rights at the national level. The successful outcome of the Durban Review Conference (2009) set the basis for renewed commitment to confronting racial discrimination, including through the implementation of the Conference's consensually adopted Outcome Document. The Human Rights Council, supported by OHCHR, further strengthened the basis for better implementation of human rights standards, especially through the launch of the universal periodic review, with 96 States reviewed in 2008-2009 and follow-up of recommendations in various countries. The appointment of 33 new special procedures mandate holders was endorsed by the Council under a new selection procedure. Capacity was strengthened to support field presences, stronger thematic expertise and increased partnership outside and within the United Nations family, including through the establishment of a United Nations Development Group standing mechanism, and cooperation with civil society, national human rights institutions, and regional mechanisms which allowed for meaningful progress in human rights mainstreaming and in the protection afforded by increasingly compliant national systems, used by greater numbers of rights holders.

Challenges and lessons learned

717. In the course of the biennium, the Human Rights Council consistently assigned additional mandates to the Office, and the support extended to treaty bodies and special procedures has also increased substantially. Responding rapidly to critical human rights situations remains a major challenge that will be addressed through continuing strengthening of the Office's rapid-response capacity and through increased cooperation with the United Nations system and with partners at the national level. Another major challenge is to ensure that international human rights norms and OHCHR efforts at the national level lead to sustainable behavioural and

institutional changes. The lack of additional resources to respond to increasing requests for OHCHR support and intervention is an ongoing challenge.

Output implementation rate

718. The above-cited results are based on the implementation of 89 per cent of 5,190 mandated, quantifiable outputs.

719. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 23)).

Executive direction and management

(a) *Programme of work is effectively managed*

720. A total of 54 new posts were authorized under the regular budget for 2008-2009, inclusive of 22 posts authorized under programme budget implications subsequent to the finalization of the proposed programme budget 2008-2009, and 32 new posts authorized for 2008-2009 under the proposed programme budget. In addition, five posts were redeployed to OHCHR from the Department of Economic and Social Affairs to service the Committee on the Elimination of Discrimination against Women. All posts were filled.

(b) *Timely recruitment and placement of staff*

721. The average selection time in Galaxy for Professional posts was 262 days (from 1 January to 30 September 2009).

722. This represents an increase in the selection time compared to the target (200 days) and to the baseline of 2005 (230 days).

(c) *Identification of emerging human rights issues that require attention by Member States*

723. During the interactive dialogue, 48 references were made by States to issues raised in the High Commissioner's report, which constitutes a slight increase, as opposed to the 42 references made in 2007. Issues such as women's rights and the rights of persons with disabilities were in particular newly referred to.

(d) *Enhanced policy coherence in the management of human rights activities of the United Nations*

724. Through publications and contributions to other policy documents and statements, increased knowledge and use of human rights standards across the United Nations has been achieved, in relation to development issues. These materials have been particularly aimed at enhancing the human rights agenda within the United Nations operational activities in the field. OHCHR itself produced three main publications during the period and a further two are being finalized. In addition, OHCHR substantively supported and contributed to a number of policy documents, guidelines and position statements as prepared by the United Nations Secretariat and United Nations system agencies, programmes and funds. One of the main achievements is the establishment (November 2009) of a dedicated United Nations Development Group mechanism, chaired by OHCHR, to mainstream human rights.

(e) *Improved geographical representation and gender balance of staff*

725. The percentage of geographical recruitments from unrepresented or underrepresented Member States compared to all geographical recruitments was 8.3 per cent; female staff representation at the Professional level and above was 53.2 per cent.

(f) *Increased timeliness of submission of documentation*

726. Of the 120 reports prepared for the sixty-third and sixty-fourth sessions of the General Assembly, 59 were submitted on time (49.1 per cent), which marks a significant increase of timely submissions as compared to the previous biennium (23.7 per cent). This is the result of enhanced in-house coordination.

(g) *Deployment of human rights officers at short notice to contribute to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights*

727. In 2008, missions were deployed to: (i) Kenya, on the post-electoral violence; (ii) Beit Hanoun, Occupied Palestinian Territory, High-level Fact-Finding Mission established by Human Rights Council resolution S-3/1; (iii) Georgia (South Ossetia), on the August crisis. In 2009, OHCHR deployed seven rapid response missions: (i) temporary support to the OHCHR office in the Occupied Palestinian Territory; (ii) support to the establishment of the United Nations Fact-Finding Mission on the Gaza Conflict; (iii) human rights assessment mission to Honduras; (iv) monitoring of human rights violations related to elections in Gabon; (v) to Madagascar, to strengthen national human rights protection and promotion capacities following political unrest; (vi) the International Commission of Inquiry for Guinea at the request of the Secretary-General; and (vii) Iraq in support to the United Nations Assistance Mission for Iraq (UNAMI).

(h) *Increased exposure to and awareness of OHCHR activities among rights holders*

728. Twelve op-ed articles were issued in more than 80 newspapers and other media covering more than 50 countries from all regions during the biennium. During 2008, op-ed articles were issued for the first time in a medical journal, contributing to the increase in the target audience.

Subprogramme 1
Human rights mainstreaming, right to development, research and analysis

Human rights mainstreaming

(a) *Integration of human rights aspects into development, humanitarian, peace and security, governance and rule of law programmes and activities of United Nations system*

729. Activities undertaken have enhanced the integration of human rights aspects in the area of humanitarian affairs, peace and security, including workshops that were organized for staff in human rights components in peacekeeping operations. Over 400 United Nations staff members have been trained in human rights during 2008-2009. OHCHR has provided input to the Department of Peacekeeping Operations and the Department of Political Affairs guidance materials and policy documents such as justice components in United Nations peace operations, training standards,

methodology for review of justice and correction components, and the detention directive. Through the United Nations Development Group-Executive Committee on Humanitarian Action task teams and working groups, OHCHR contributes directly to the integration of human rights aspects into United Nations humanitarian affairs.

(b) Strengthened capacity of the United Nations system, in particular United Nations country teams, to further integrate human rights into their respective programmes and activities, and to assist Member States, at their request, in building and strengthening national human rights promotion and protection capacities

730. The strengthened capacity of the United Nations country teams is a result of the development of 12 roll-out common country assessments/United Nations development assistance frameworks supported directly by OHCHR participation in training workshops, and ongoing technical support to integrate human rights into their joint programmes. OHCHR contributed to United Nations Development Group work on a number of guidance notes and materials notably on indigenous issues, rights of persons with disabilities, and on environment sustainability. OHCHR, together with the United Nations System Staff College, organized three regional training of trainers for approximately 75 participants in the human rights-based approach and thus enhanced the possibilities for United Nations staff in the regions to support the integration of human rights in their programmes.

(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues and their gender dimension

731. A review of records shows that OHCHR has reached the target set-up for this accomplishment, including through the provision of trainings and induction to newly appointed Resident Coordinators and country representatives of United Nations system agencies (10 to 15 per year) and a draft training package on the human rights-based approach to budget monitoring and advocacy that was successfully rolled out in Haiti and Liberia benefiting some 85 participants. OHCHR also organized human rights-based approach training for 34 OHCHR staff members, thereby enhancing OHCHR internal capacities to provide expertise in that area to the whole United Nations system, and it aims to organize one or two such substantive skills development workshops on an annual basis in the future.

Right to development

(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, into the policies and operational activities of relevant actors at all levels

732. OHCHR reached the targets set for assessment of global partnerships. Five partnerships have been assessed, namely, the Cotonou Agreement, the Intergovernmental Working Group on Public Health, Innovation and Intellectual Property, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Special Programme for Research and Training in Tropical Diseases, and the World Intellectual Property Organization Development Agenda. Other activities related to this accomplishment include the annual session of the Working Group on the Right to Development and its High-Level Task Force and two expert workshops organized for the finalization of criteria for partnerships. In addition, several consultancies were engaged to provide specific analytical review of the criteria and particular partnerships.

(b) *Enhanced awareness, knowledge and understanding of the right to development at all levels*

733. In 2008-2009, OHCHR produced 18 publications and documents directly related to the right to development. In addition, OHCHR disseminated almost 300,000 copies of publications that are directly or indirectly linked to the right to development in more than 100 countries in response to about 2,000 requests. As in the past, the most distributed were the fact sheets and the Professional Training Series, notably in Arabic, English, French and Spanish.

Research and analysis

(a) *Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination against groups including but not limited to women, children, persons belonging to minorities, indigenous peoples, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of involuntary disappearances*

734. OHCHR supported advocacy, training and technical advice on the Declaration on the Rights of Indigenous Peoples; the seminars of the Expert Mechanism on the Rights of Indigenous Peoples; inter-agency support (ILO, UNDP) on indigenous issues; fellowship programmes for indigenous and minority representatives; technical assistance and workshops with respect to minority issues and policing; grants to grass-roots actors through the United Nations Voluntary Trust Funds; developed a monitoring tool for the Convention on the Rights of Persons with Disabilities and held regional expert meetings on the Convention; piloted the *Handbook on HIV and Human Rights for National Human Rights Institutions*; provided technical advice on the development of HIV-related legal frameworks, finalized the Commentary to the Recommended Principles and Guidelines on Human Rights and Human Trafficking; and conducted needs assessment missions and awareness-raising activities in the area of anti-trafficking.

(b) *Strengthened efforts that contribute to the elimination of racism, racial discrimination, xenophobia and related intolerance*

735. Records indicate that the target set for this accomplishment has been satisfactorily reached. OHCHR engaged in strengthened efforts including through: preparatory regional seminars (2) and the Durban Review Conference (April 2008); the finalization of guidelines on national action plans, the development of an anti-racism model law; consultations and awareness-raising activities (in Europe, Africa, Latin America and Asia); technical assistance and two seminars (in Yaoundé and Togo) on the development of national action plans; a European Union-United Nations seminar on strengthening cooperation on anti-discrimination issues (October 2009); and substantive support to the four intergovernmental mechanisms established in the framework of the 2001 World Conference against Racism.

(c) *Enhanced contribution of OHCHR to the effective implementation of the Millennium Development Goals*

736. Activities during 2008-2009 include the following publications: *Claiming the Millennium Development Goals: A human rights approach*, a guide to strengthen Millennium Development Goal-based policies and United Nations-supported programming from a human rights perspective; a joint OHCHR/WHO booklet on

the Guidelines on human rights, health and poverty reduction strategies; the OHCHR/Joint United Nations Programme on HIV/AIDS *Handbook on HIV and Human Rights for National Human Rights Institutions*; and a joint WHO/OHCHR tool on human rights and gender equality in national health plans. The High Commissioner engaged in high-level advocacy efforts on the implementation of the Millennium Development Goals. An expert meeting held in Geneva explored the improved use of quantitative methods to assess human rights obligations, to strengthen Millennium Development Goals monitoring and assessment work; two regional dialogues were organized on the theme "Dialogues for action: human rights and the Millennium Development Goals initiative".

(d) *Enhanced legal protection and advocacy for the implementation of all human rights, including economic, social and cultural rights, including at the country level*

737. Enhanced legal protection has been achieved through the adoption of the Convention on the Rights of Persons with Disabilities and the Optional Protocol on Economic, Social and Cultural Rights. OHCHR activities in this area include publications and fact sheets (housing, right to food); workshops and technical assistance on housing issues in three countries and right to food in two countries; training workshops for United Nations staff on economic, social and cultural rights in three countries for about 150 participants; drafting chapters for OHCHR training and monitoring manuals, and a number of consultations and trainings in the area of business and human rights. High-level advocacy has been undertaken in the framework of climate change, migration and the rights of persons with disabilities in a number of high-level forums.

(e) *More effective United Nations assistance to Member States and other stakeholders, at their request, in strengthening the rule of law and democracy mechanisms for the protection of all human rights*

738. OHCHR activities contributed to strengthening the Member States' capacity in rule of law issues, particularly relating to transitional justice, administration of justice, democracy and accountability mechanisms. OHCHR prepared tools and guidelines for various training activities (10 to 15 per year) for United Nations field staff, government officials, judges and parliamentarians, national human rights institutions, and civil society representatives. OHCHR provided training to Russian judges on human rights and administrative law; to South Asian judges on justice and the principles of non-discrimination and equality; to State officials, media and civil society on transitional justice issues in a number of African countries; and to parliamentarians in the Latin American region on democracy and human rights. OHCHR has developed tools and guidelines concerning accountability related issues, including prosecutions at the national and international levels for gross human rights violations.

(f) *Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to Governments and partners within and outside the United Nations system*

739. A review of records shows that enhanced methodological expertise has been provided and that the overall achievement is on a satisfactory level. OHCHR contributions to the development of new tools in this area include, inter alia, a resource package for Human Rights Officers; a survey on users' assessment of

OHCHR guidance and training tools; and an inventory of OHCHR materials. OHCHR also supported fact-finding and mapping exercises in four countries and provided technical assistance for the elaboration of national human rights action plans in another four countries. OHCHR initiated a knowledge management process that will result in more enhanced knowledge management Office-wide. In addition, OHCHR issued 20 new publications and 77 translations and disseminated almost 300,000 publications in over 100 countries.

(g) *Enhanced capacity of OHCHR to provide training and advice to promoting human rights compliance and with a view to protecting rights holders at the national level*

740. OHCHR has enhanced its capacity to provide training and advice for the promotion of human rights compliance at the national level, including through updating the OHCHR Manual on Human Rights Monitoring; development of a guidance tool on protection of victims, witnesses, sources and other persons cooperating with OHCHR; four training courses on human rights monitoring and fact-finding for OHCHR and staff; establishment and piloting of a human rights case database; and technical and substantive support to national actors in protection of rights holders at the national level.

Subprogramme 2
Supporting human rights bodies and organs

(a) *Timely delivery of required substantive and technical support to intergovernmental bodies, in particular to the Human Rights Council and its subsidiary and expert mechanisms*

741. The universal periodic review mechanism, through which the Council reviews the fulfilment of human rights obligations by Member States, reviewed 96 countries. OHCHR provided information briefings and financial assistance to ensure that States under review were represented in Geneva. Council members provided positive feedback on the Secretariat's substantive advice (84.21 per cent of 38 respondents). OHCHR used innovative tools, including expanded extranet use to enable participants to have access and up-to-the-minute information. OHCHR also launched an alert service and Twitter account where last minute changes to the work programme were communicated in real time. A briefing kit for the benefit of newcomers to the Council was produced.

(b) *Timely delivery of required substantive support to States parties related to their participation in more streamlined and harmonized reporting procedures before treaty bodies*

742. During 2008-2009, treaty bodies streamlined and harmonized reporting procedures, through acceptance of guidelines for the common core document and their development of the revised treaty-specific reporting guidelines. Capacity-building activities relating to the guidelines were carried out in six States parties (the Central African Republic, Chad, Congo, Mali, Mauritania and Togo) and two countries from prior capacity-building workshops (2006 or 2007) have submitted core documents; related activities were conducted in Mali for 13 francophone West African countries (in cooperation with the International Organization of la Francophonie), in Maldives, Niger, Serbia and Seychelles. By the end of 2009, 14 new common core documents based on streamlined and harmonized reporting

procedure have been received. Procedures including correspondence, relating to the support of treaty bodies are being harmonized and streamlined using electronic tools. OHCHR continued to participate in a number of trainings relating to the guidelines for the common core document.

(c) Enhanced awareness, knowledge and understanding of treaty body outputs among national and international actors, including through new and effective methods of dissemination such as better use of the Internet

743. During 2008, a search engine was enhanced to allow for better access and wider dissemination of the work. During the biennium, some 850 CD-ROMs containing an index of documents were sent to countries where Internet access is difficult; 5,000 promotional booklets were provided to Governments, United Nations entities, including field presences, NGOs, national human rights institutions and universities. The number of visitors to the website increased 300 per cent in 2008, with support by OHCHR. One treaty body (Human Rights Committee) has adopted a strategic approach to public relations to ensure that its outputs are brought to the attention of international and national actors. OHCHR placed a compilation of the concluding observations adopted in 2008, on the OHCHR website and will do so for 2009. The training tool (DVD) was updated and is currently being finalized for distribution in 2010.

(d) Timely delivery of required substantive and other support to treaty bodies in order to ensure that their recommendations emanating from the review of States parties' reports are implementable, including as a result of country visits and consideration of individual complaints, where required by treaty bodies

744. Workshops given throughout the year enabled participants to provide input to the treaty bodies and keep the treaty implementation and reporting process on the agenda of the national human rights dialogue. Human rights mechanisms benefited from detailed information from the national level, which led to more concrete and focused recommendations, strong engagement with human rights treaty bodies and special procedures encouraging them to routinely address violence against children in their work. OHCHR co-organized with the Government of Mexico an international seminar on the protection of children's rights in the context of migration and was a key partner in the preparation of the third World Congress against Commercial Sexual Exploitation of Children and Adolescents. In 2009, OHCHR supported the ninth and tenth inter-committee meetings in June and December 2009, respectively.

(e) Enhanced cooperation with stakeholders at all levels who can benefit from and/or contribute to the work of treaty bodies, including in follow-up to treaty body recommendations

745. OHCHR organized a regional workshop in Bangkok for participants from Cambodia, Malaysia, the Philippines, Sri Lanka and Thailand from 18 to 23 March 2009. That initiative encouraged sustained engagement with the treaty bodies for representatives of Governments, NGOs, national human rights institutions and the media. Participants provided input to the treaty bodies and United Nations human rights mechanisms thus benefiting from more detailed information from the national level, which in turn leads to more concrete recommendations. A judicial colloquium on the domestication of treaty body recommendations in national legislation for senior

judges from six South-East Asian countries was held in Bangkok from 23-25 March 2009. OHCHR also facilitated interaction between the newly appointed Special Representative of the Secretary-General on Violence against Children and the Committee on the Rights of the Child.

Subprogramme 3
Advisory services, technical cooperation and field activities

(a) Enhanced capacity of the United Nations to assist States, at their request, in their effort to translate their international human rights obligations into effective laws, regulations and policies

746. Capacity-building programmes assisted 30 Governments in revising or drafting legislation on peaceful assembly, the rights of indigenous peoples, sex offenders, refugees, migrant workers, appointments to human rights commissions, witness protection, the death penalty, disability, human trafficking, corruption, penal code, military law, reparation, the monitoring of detention locations and international humanitarian law and assisted in the translation of legislative texts in two countries. Six countries were assisted in successfully developing their national human rights action plans, 14 United Nations country teams were assisted in a human rights-based approach to programming and an international legal framework on human rights. Legal advice was provided to national human rights institutions in areas such as torture prevention, conflict prevention, monitoring the implementation of the Convention on the Rights of Persons with Disabilities, addressing HIV/AIDS, addressing transitional justice, and enhancing the institutions' engagement with treaty bodies.

(b) Enhanced institutional capacity development at the national level through engagement with requesting States, to meet the challenges to the full realization of human rights

747. Legal advice resulted in new legislation for strengthening national human rights institutions in 57 countries and supported enabling legislation in line with the Principles relating to the Status of National Institutions (the Paris Principles) in 3 other countries. Legal advice was provided to 33 national human rights institutions in the context of the accreditation process. As a result, the complaint-handling mechanism of the Uganda Human Rights Commission was strengthened; the Mauritius Human Rights Commission is reviewing its mandate; and the German Institute for Human Rights is ready to implement article 33(2) of the Convention on the Rights of Persons with Disabilities. Currently, the number of national human rights institutions with Status A is 63. As a result of OHCHR support, the national human rights institutions implemented the recommendations of transitional justice mechanisms, raised awareness on the universal periodic review process, and improved complaint handling, resulting in the heightened credibility of the institutions in their respective countries.

(c) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level

748. Thirty-five education and training activities, including the distribution of materials, were conducted in the regions for teachers, parliamentarians, judges, Governments and legal sector workers on international human rights law,

jurisprudence, United Nations human rights mechanisms, detainee rights, the sixtieth anniversary of the Universal Declaration of Human Rights, and gender-based violence. A human rights radio programme and journalists' network for human rights was produced in Guinea-Bissau. An initiative launched in Moscow established a human rights master's degree programme in Russian universities and a human rights fellowship programme for indigenous people. Training was provided in Central Asia on the universal periodic review mechanism and raised awareness on women's rights, racial discrimination, the right to health and the rights of persons with disabilities, including the right to adequate housing. In the Middle East and North Africa region, human rights materials were produced in local languages and the official languages of the United Nations.

(d) Enhanced capacity of United Nations country teams and United Nations peace missions to assist requesting countries in their effort to develop national human rights protection systems

749. A significant achievement was the finalization and approval by the High Commissioner and the Under-Secretaries-General of the Department of Political Affairs and the Department of Peacekeeping Operations of the Joint Directive on public human rights reporting in peace missions. Agreement was also reached on a comprehensive review of human rights integration in Department of Political Affairs-led missions, which took place in 2009. Advisory services to 40 United Nations country teams and peace missions were provided through technical assistance missions, training, projects and activities aimed at enhancing national human rights protection systems in areas such as transitional justice, the human rights-based approach, freedom of expression and assembly, illegal arrest, indigenous peoples and national human rights institutions and by the development of inter-agency human rights groups. UNDP and OHCHR developed a toolkit for United Nations country team staff on national human rights institutions, which led to increased cooperation at the country level, as well as greater involvement of OHCHR in support of United Nations action.

(e) Enhanced OHCHR capacity to contribute to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights

750. Ninety-two staff were selected and trained for the OHCHR rapid response roster. Twenty missions were deployed with staff from the roster, including the missions to Armenia, Georgia (South Ossetia), Guinea, Honduras, Kenya, the Republic of Moldova and Beit Hanoun and Gaza. In the Republic of Moldova, emergency assistance was provided to the national preventive mechanism on torture to gain access to places of detention during the breakdown of public order in the context of the parliamentary elections. OHCHR participated in an inter-agency humanitarian needs assessment mission to the areas affected by the Georgia conflict, which helped to ensure that human rights concerns are properly taken into humanitarian and political consideration. OHCHR continued to manage the rapid deployment roster and the OHCHR Contingency Fund, and signed an agreement with the World Food Programme for storage of vehicles in Brindisi, Italy, for rapid response purposes.

Subprogramme 4
Support for human rights thematic fact-finding procedures

(a) Enhanced support to improve the impact of the work of special procedures mandate holders through the analysis of gaps in the implementation of international human rights standards and timely advice for addressing gross and systematic violations of human rights

751. OHCHR has undertaken various activities on follow-up to communications, country visits and other activities of current and newly appointed mandate holders. The development of additional tools was proposed as one of the major topics related to working methods. OHCHR supported mandate holders in implementing additional or expanded mandates in relation to reporting on such situations to the Human Rights Council (e.g., the Democratic Republic of Congo, the Sudan, the Occupied Palestinian Territories). Much of the analysis focused on proposing to States how they might better address gross and systematic violations of human rights and contribute to prevention in the future.

(b) Enhanced cooperation with stakeholders who can benefit from and/or contribute to the work of the special procedures

752. OHCHR developed further contact with NGO networks and national human rights institutions to support implementation and continues to develop regular exchanges with United Nations system agencies, funds and programmes, as well as with the Office's own field presences, including in the context of the fifteenth and sixteenth annual meetings of the Special Procedures and on a bilateral basis. OHCHR engages with Governments in the context of support to mandate holders for their country visits and with sponsoring countries in the context of sessions of the Human Rights Council and supports the Coordination Committee of the Special Procedures. The Special Procedures continue to have regular exchanges with the treaty bodies through attendance to sessions and joint sessions at the annual meeting of mandate holders and chairs of treaty bodies.

(c) Increased assistance to thematic mandate holders in their advocacy and endeavours to prevent and protect from human rights violations within their respective mandates

753. In 2008-2009, the Special Procedures sent 1,602 communications to 126 countries, dealing with the cases of 4,052 individuals, of which 21 per cent were women. Governments replied to 40 per cent of those communications and 17.3 per cent of all communications were followed up by mandate holders. OHCHR undertook a survey to gather and analyse information relating to the effectiveness of the Special Procedures at the field level. Questionnaires were sent to OHCHR field presences and United Nations country teams where Special Procedures missions had been carried out over the last two years. A preliminary assessment of the responses received was discussed at the meeting of Heads of Field Presence, in Geneva in November 2008.

(d) Efficient communication with right-holders and institutions acting on their behalf on how to present their concerns to special procedures and on the follow-up to interventions made

754. OHCHR disseminates almost daily press releases as well as communication tools that reflect the activities of both thematic and country mandate holders,

including an expanded annual *Facts and Figures*, the quarterly *Special Procedures Bulletin*, and the "Weekly Briefing Note". The Special Procedures website is being enhanced and updated. The work of several Special Procedures has been extensively used by United Nations partners and the media. There are several examples of outreach, coordination and follow-up with other stakeholders. Guidelines on development-based evictions established by the Representative of the Secretary-General on internally displaced persons are increasingly used by human rights field presences and United Nations country teams. In cooperation with the Brookings-Bern Project on Displacement, a manual for lawmakers and policymakers on protecting internally displaced persons was published. In June 2009, three special rapporteurs held a workshop to explore possible synergies and modalities for cooperation between their mandates and United Nations institutions and agencies, NGOs and other human rights mechanisms. The participants drafted a plan of action and a programme of work and created a system to facilitate the regular exchange of information among the three mandates, NGOs, United Nations system agencies and human rights mechanisms.

Section 24
Protection of and assistance to refugees

Highlights of programme results

755. In 2008-2009, the global operations of UNHCR responded to the needs of persons of concern against a backdrop of global recession and the interwoven challenges of climate change, extreme poverty and conflict.

756. The biennium was marked by rising levels of forced displacement, with the total population of concern to UNHCR estimated at 34.4 million in January 2009. The Office scaled up quickly in response to a number of crises, including those in Pakistan and Yemen, as well as in Georgia in 2008.

757. Initiatives were launched to address critical gaps in the areas of malaria, malnutrition, reproductive health, gender-based violence, water and sanitation. Enhanced tools for registration and mainstreamed use of participatory assessment enabled UNHCR to better tailor programmes to the needs of men, women and children of concern. The 2008 Global Needs Assessment pilot built on these successes and was rolled out to improve responsiveness to needs on the ground.

758. UNHCR worked to preserve protection space in the face of involuntary returns in the Mediterranean, the Horn of Africa and South-East Asia. Regional conferences in the Gulf of Aden, West Africa and Costa Rica promoted protection-sensitive strategies for responding to mixed migratory movements. Reinforced engagement with Governments and civil society brought other noteworthy results, including the adoption of the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa.

759. UNHCR worked with Governments to bring an end to displacement for refugees from Angola, Burundi, Liberia and Rwanda. In the United Republic of Tanzania, UNHCR supported the Government with the naturalization of some 155,000 Burundian refugees. Local integration initiatives in Europe and West Africa were also reinforced. It is estimated that up to 135,000 refugees were resettled, including long-standing refugees from Bhutan and Myanmar and almost 90,000

Iraqi refugees. UNHCR made significant progress in addressing statelessness, including contributions to policy changes in Bangladesh that resulted in the confirmation of citizenship for about 300,000 persons.

Challenges and lessons learned

760. In designing programmes, UNHCR and its partners face the manifold challenges of shrinking asylum space, the declining availability of solutions and an increasingly urban-based population of concern. Asylum-seekers and refugees within larger migration movements remain vulnerable to removal as irregular migrants. Threats to staff and partner security and restrictions in humanitarian access have compromised access to persons of concern. In 2009, UNHCR lost three colleagues in its operation in Pakistan. Elsewhere, colleagues from Afghanistan to the Horn of Africa faced insecure conditions and daily threats to their safety simply to reach people in need. Full details of results and challenges facing the UNHCR 2008 Programme can be found in its *Global Report 2008*. *Global Report 2009* is forthcoming and will be posted at the same website address as the *Global Report 2008*.

Output implementation rate

761. The results cited above are based on the implementation of 81 per cent of 166 mandated, quantifiable outputs.

762. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 24 and Corr.1)).

Subprogramme 1
International protection, durable solutions and assistance

(a) *Enhanced international cooperation in the protection of refugees and others of concern*

763. International cooperation was sustained on key elements of international protection and principles governing the treatment of internally displaced persons and others of concern. Refugees were able to access asylum in most jurisdictions, including a number of non-State parties to the 1951 Convention. Although the principle of non-refoulement was broadly respected, deterioration was noted particularly in the second half of 2009 in Southern Europe, East Africa, Asia and in the Gulf. Improvements in asylum legislation and practice generally outweighed instances in which legal and administrative frameworks deteriorated. Significant strides were made in addressing statelessness. UNHCR increased activities to raise awareness of and address statelessness at the international level, as well as to strengthen the engagement of United Nations actors and NGOs. The protection of internally displaced persons was significantly enhanced by the negotiation of the above-mentioned African Union Convention and its signature in late 2009.

(b) *International standards of protection are more fully met for all persons of concern to UNHCR, taking into account their age, gender and personal background*

764. UNHCR completed the roll-out of its age, gender and diversity mainstreaming strategy. An accountability mechanism was launched to measure progress in

implementing policies related to the protection of women and children. At the end of 2008, 83 per cent of camp and 65 per cent of urban locations used standard operating procedures to address gender-based violence. UNHCR and its partners continued to implement Executive Committee Conclusion No. 107 (LVIII) on Children at Risk and the recommendations of the Secretary-General's Study on Violence against Children, including the development of guidelines on child protection in emergencies. UNHCR collaborated to develop responses to statelessness at birth and owing to gender discrimination. Age and sex data almost doubled between 2005 and 2008 to cover 21 million persons of concern. The number of countries for which demographic data is available increased to 138 owing to the continued roll-out of the UNHCR Profiles Global Registration System (ProGres) software, while demographic coverage increased to 76 per cent at the end 2008.

(c) Progress towards finding durable solutions to the many instances of forced displacement

765. In 2008, some 604,000 refugees and 2.6 million internally displaced persons are estimated to have voluntarily returned to their countries or areas of origin. Although statistics are not yet available for 2009, similar return numbers are expected. UNHCR submitted over 121,200 persons for resettlement in 2008, with about 125,000 submissions estimated for 2009. In 2008, the High Commissioner launched an initiative to improve protection and solutions for refugees in protracted displacement. It targets five situations, involving Rohingya refugees in Bangladesh, Eritrean refugees in Eastern Sudan, Burundian refugees in the United Republic of Tanzania, Croatian and Bosnian refugees in Serbia, and Afghan refugees in Pakistan and the Islamic Republic of Iran. Expertise was provided in the areas of education, environment and livelihoods and partnerships with development agencies were strengthened. Increased numbers of refugee-hosting countries provided local integration opportunities including Belarus, Mozambique, Namibia, the Republic of Moldova, the former Yugoslav Republic of Macedonia, Ukraine and the United Republic of Tanzania.

(d) Strengthened partnerships with other actors to better enable UNHCR to discharge its mandate to assist refugees and others of concern to UNHCR in a spirit of burden-sharing and international solidarity

766. UNHCR strengthened strategic partnerships with Governments, United Nations system agencies, regional organizations, NGOs, the Red Cross and Red Crescent movement, and fostered alliances with the private sector and microfinance institutions. The Office strengthened its leadership of the global protection cluster, including through the publication of the inter-agency *Handbook for the Protection of Internally Displaced Persons*. It continued to co-lead the global camp coordination and camp management and global emergency shelter clusters and contributed to clusters on water, sanitation and hygiene, health, nutrition, education, early recovery, logistics and emergency telecommunications. UNHCR participated in the Delivering as One initiative, the United Nations Development Assistance Framework and with integrated United Nations missions in countries such as Afghanistan, Chad and the Sudan. UNHCR played an active role in international efforts to respond to the consequences of climate change. UNHCR has steadily

increased the number and size of its governmental and intergovernmental donors, as well as private sector donors.

(e) *Progress in helping host countries in the provision of assistance to refugees and others of concern to UNHCR and in strengthening their local capacity to cope with related issues*

767. UNHCR provided tools to aid refugee status determination to staff, Governments, judicial bodies, NGOs and legal practitioners. The UNHCR Refworld (www.refworld.org), was the world's principal repository of protection information to inform asylum procedures, with more than 4.5 million user hits in December 2009 alone. Assistance programmes were developed to foster community development and involvement, strengthen local infrastructures and mitigate the environmental consequences of displacement. For example, in Ecuador, UNHCR worked in partnership with the Government and other agencies to situate the protection and integration of refugees in remote border areas within an overall economic and community development approach for the region. UNHCR developed a Thematic Protection Learning Programme on statelessness, launched in the Middle East, Africa and South-East Asia; it aimed to support the development of regional strategies, targeting both UNHCR staff and partners.

Section 25
Palestine refugees

Highlights of programme results

768. The United Nations Relief and Works Agency for Palestine Refugees in the Near East provides basic education, in addition to secondary education in Lebanon only. Basic education is compulsory, free of charge and open to all. In December 2009 there were 482,750 pupils enrolled in 691 schools, achieving an average pass rate of 96.17 per cent. Skills of more than 2,000 education staff were upgraded and more than 1,200 enrichment materials were produced. The technical and vocational education training demonstrated its flexibility in responding to job and labour market needs and innovation and technical challenges in the areas of training and technology. Over 2,340 students participated in 60 short-term courses covering a diverse spectrum of specializations in UNRWA vocational training centres. Employment rates for training centre graduates were 77.12 per cent.

769. The number of family planning acceptors increased to 138,000, while 76 per cent of women registered for antenatal care within the first three months of pregnancy and 99.8 per cent of deliveries were made by trained personnel. Immunization of women and children against vaccine-preventable diseases was maintained at over 95 per cent coverage and the number of patients with non-communicable diseases under supervision increased by 20.7 per cent over the biennium. Twenty-five per cent of shelters identified as being in need were rehabilitated, thereby reducing unhealthy, hazardous and unhygienic living conditions for a number of refugee families.

770. The Microcredit Community Support Programme shifted its operations to a community-based approach whereby community-based organizations provide loans to refugees in the community. During the biennium, 25 community-based organizations issued 5,250 loans to refugees in the community, with an overall

repayment rate of 95 per cent. The main achievement of the Microfinance Department during the period has been the expansion of its branch office network from 15 to 17 branch offices.

Challenges and lessons learned

771. Increasing demands of the refugee population and limited financial resources have prevented the agency from sustaining the quality of overall service delivery and addressing priority unmet health needs.

772. There is a need to develop and implement system-wide strategies to address issues such as gender mainstreaming, child disabilities, adolescent health, life skills education and psychosocial health.

773. The increasing cost of fuel and food prices exposed new vulnerabilities in the refugee community, heightening the demand for relief and social services. However, donor contributions have not increased proportionately.

774. The economic situation in Gaza has placed the self-reliance of the UNRWA microfinance activities there in grave danger. Despite reducing its workforce by 60 per cent, the programme is still not fully covering its costs.

775. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 25)).

Subprogramme 1
Education

(a) *Improved quality of education provided to the Palestine refugee population at all levels and increased access to educational facilities*

776. At the end of December 2009, the number of pupils enrolled in 691 UNRWA schools was 482,750. The pupil pass rate reached 96.17 per cent in school year 2008/2009. The drop-out rate in the elementary education cycle increased while the rate in preparatory education continued to decline. Repetition rates in the elementary and preparatory education cycles remain relatively high. The employment rate of training centre graduates was 77.12 per cent. Over 150 education facilities were constructed or renovated. The total number of teaching staff was 18,465 and non-teaching staff recorded a total of 2,752.

(b) *Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host countries*

777. UNRWA is committed to retaining parity between the curricula adapted by host authorities and those taught in UNRWA institutions. All curricular changes introduced by the host authorities were adapted and implemented in UNRWA schools and vocational training centres. The necessary training for concerned staff was conducted in all fields. To support the introduction of curriculum developments adopted by the host authorities in the Agency's general education programme, workshops were held to train staff, and more than 1,200 enrichment materials were produced.

(c) Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions

778. To meet the requirements of the labour markets locally and regionally, the UNRWA vocational training institutions introduced new courses and deleted obsolete ones. New courses were introduced in the fields of physiotherapy, kindergarten, fashion design, information technology, nursing and accounting. Sixty short-term courses covering a diverse spectrum of specializations were offered at the vocational training centres, preparing 2,340 young Palestinian refugees to meet labour market demands. Existing courses were continuously reviewed and assessed to support increased employment opportunities for technical and vocational education and training graduates.

Subprogramme 2
Health

(a) Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality

779. The ultimate objective of the subprogramme is to promote women's and children's health consistent with the Millennium Development Goals and the Convention on the Rights of the Child. The proportion of pregnant women registering for antenatal care during the first three months of pregnancy was maintained at 76 per cent. There was an increase in the use of modern contraceptive methods, reducing mortality from high risk or unwanted pregnancies. The total number of family planning acceptors increased to 138,000. The mother and child health services have contributed to a significantly lower rate of infant mortality. The infant and child mortality rate is measured through surveys every five years. A survey is currently under way and the results will be published in 2010.

(b) Reduced morbidity, disability and mortality from communicable and non-communicable diseases

780. The immunization coverage against vaccine-preventable diseases of infants and children was maintained above the WHO recommendations of optimal coverage of more than 95 per cent. The number of non-communicable diseases patients kept under supervision increased by 20.7 per cent. Control rate among all non-communicable diseases patients under supervision was maintained at above 50 per cent owing to staff efforts, patients' compliance and a secondary prevention strategy. Improved detection of late complications was achieved owing to close supervision and on-the-job training and implementation of the management health information system. One of the major objectives of the subprogramme is to combat communicable and non-communicable diseases through an integrated disease prevention and control strategy with special emphasis on the control of vaccine-preventable diseases and the reduction of risk factors predisposing patients to diabetes mellitus and cardiovascular diseases.

(c) Improved environmental sustainability in refugee camps and improvement of safe indoor water facilities

781. Environmental sanitation services, including the provision of water supply, sewerage and drainage, solid waste management, insect and rodent control, were provided to more than 1.3 million refugees living in 58 camps in Jordan, Lebanon,

the Syrian Arab Republic, the West Bank and the Gaza Strip. The percentage of camp shelters connected to underground sewerage systems was increased to 88 per cent as a result of projects implemented mainly in the Gaza Strip and Lebanon. Out of the 58 camps, 52 are already connected to municipal water systems, whereas 99.8 per cent of shelters inside camps have indoor water connections to communal systems.

(d) *Streamlined health policies and service standards to conform with those of the host authorities*

782. The prime objective of the UNRWA health programme is to meet the basic health needs of the Palestine refugees, consistent with the basic principles and concepts of WHO and standards of care provided by the host authorities to their own population, at public expense. The current partnership agreements with the host authorities on immunization, tuberculosis control, and surveillance of HIV/AIDS, laboratory surveillance of communicable diseases of public health importance, distribution of multivitamins supplements to schoolchildren, vitamin A to children, family planning supplies and early detection of congenital diseases were maintained. A mass immunization campaign against poliomyelitis and measles for children 5 years of age or younger was implemented jointly with the Ministry of Health of Lebanon and subnationally with the Jordan Ministry of Health in the Jordan Valley.

(e) *Reduced number of nutritional disorders*

783. A reduction in nutritional disorders aims at improving the nutritional status of vulnerable groups, namely, pregnant and nursing women as well as preschool and schoolchildren. There was a slight reduction in anaemia rates among the target population in all fields except in Lebanon. The reduction was not substantial as the Agency does not have the needed resources to embark on a prophylactic supplementation strategy. Despite all the measures taken to improve the nutritional status of pregnant women and children, a study in 2006 in Gaza and the West Bank showed an increase in anaemia rates, which indicates a deterioration in the nutritional status of these vulnerable groups in these fields. A follow-up evaluation of anaemia rates in the target population is planned to be carried out in 2010.

(f) *Reduction of psychological trauma resulting from years of insecurity and chronic violence*

784. The main objective of the Community Mental Health Programme is to promote and deliver a range of integrated community interventions aimed at improving the psychological and social well-being of Palestinian refugees consistent with the gender and health-related Millennium Development Goals and the WHO Mental Health Policy and Service Guidance Package (WHO, 2003). In Gaza, the Community Mental Health Programme showed that more than 90 per cent of the Palestinian children are exposed one way or another to traumatic events and more than half of them have developed moderate to severe traumatic reactions. A total of 71,549 counselling sessions were organized for 23,126 individuals. Public awareness meetings were conducted on various mental health topics for parents, teachers and university students.

Subprogramme 3
Relief and social services

(a) Improved social safety net provision for the lowest income refugee families

785. A total of 834 refugee shelters (627 special hardship cases) were rehabilitated, ensuring the safety of families living under hazardous conditions, reduced unhealthy and/or unhygienic shelters and promoting community participation in shelter rehabilitation. To date 25 per cent of the total housing needs as identified by the fields in 2005 have been met. Closures in Gaza have compounded the problem. A total of 70,364 special hardship case families were assisted with 2,037,897 food parcels and cash subsidies. To bridge the poverty gap among families living below the poverty line, $7.395 million was distributed to 83,963 eligible persons. Around 4,825 refugee families facing acute financial or humanitarian emergencies were assisted with cash grants totalling $874,902.

(b) Enhanced well-being of disadvantaged Palestine refugees

786. The Microcredit Community Support Programme loan products were offered to refugees. Community Managed Fund guidelines and reporting forms were developed for the unification of procedures and better reporting, monitoring and evaluation. By December 2009, 700 jobs had been created or sustained through the Programme, contributing to improving the living standards of the refugees and their families. Around 5,250 refugees benefited from credit schemes administered by community-based organizations through the Community Managed Fund. A total number of 65,198 persons with disabilities and their families received direct rehabilitation services through the 37 community rehabilitation centres, contributing to improving their social and economic inclusion. The total number of women benefiting from awareness-raising, skills training and legal counselling was 135,988.

Subprogramme 4
Microfinance and microenterprise

(a) Increased business and income-generating opportunities

787. The subprogramme fell short of its targets when it financed 51,870 loans despite the expansion of outreach in Jordan, the Syrian Arab Republic and the West Bank. The ongoing economic crisis and trade blockade of Gaza has reduced outreach by approximately 20,000 loans over the period. Poor staff performance in Jordan stymied growth, as did a slowdown in the establishment of branch offices in the Syrian Arab Republic. However, the subprogramme is now covering its costs from its credit operations, reaching 124 per cent operational self-sufficiency by the third quarter of 2009. The operational self-sufficiency in the West Bank reached 148 per cent, 94 per cent in Gaza, 117 per cent in the Syrian Arab Republic and 111 per cent in Jordan.

(b) Improved development of the capacity of women microentrepreneurs

788. A total of 10,036 microenterprise loans were made to women. That is still below the target as the Gaza market, which had the largest market of street-based women entrepreneurs in the region, remains in a state of decline. Lending to women microentrepreneurs was down by 90 per cent as they have fled the marketplace owing to the lack of goods, sales and bankruptcy. Performance, however, was

improved through the introduction of a new women's household credit in the Syrian Arab Republic, which accounted for more than half of those loans. Significantly, 2,961 loans worth $4.05 million went to women's businesses through the regular microenterprise credit and microenterprise credit plus products in the West Bank, Jordan and Syria. Until the Gaza market is reopened, loans to women will remain below target.

Section 26
Humanitarian assistance

Highlights of programme results

789. Building on the achievements of the previous biennium, the Office for the Coordination of Humanitarian Affairs, with its partners made good progress in 2008-2009 on humanitarian reform. The cluster approach — which aims to address gaps and strengthen the effectiveness of humanitarian preparedness and response through clearer division of labour among organizations — was implemented in all countries in which humanitarian operations are led by a Humanitarian Coordinator. The Central Emergency Relief Fund exceeded its funding level targets in 2008. And while the target was not quite met in 2009, owing largely to currency exchange rates, the donor base did expand an achievement in a year of financial difficulty. A guidance note for humanitarian country teams was endorsed in November 2009 with a view to ensuring greater predictability and consistency across countries in all the preparedness and/or response phases.

790. In collaboration with the United Nations Development Operations Coordination Office, the International Strategy for Disaster Reduction made progress developing capacities and advocacy on risk reduction, with guidance on how to integrate disaster risk reduction into the United Nations Development Assistance Framework process. During the 2008-2009 reporting cycle on implementation of the Hyogo Framework for Action, 78 countries completed their national reports and 24 countries submitted incomplete reports. That represents an increase from the 36 country reports prepared for the previous cycle. At least 25 countries have now incorporated disaster risk reduction measures in post-disaster recovery planning.

791. OCHA continued its efforts to implement a solid gender perspective in its assessment reports as well as programme planning and appeal documents. Progress was made in promoting gender analysis and the use of data disaggregated by sex and age through the implementation of gender action plans. OCHA continued to support the roll-out of the Gender Handbook in Humanitarian Action, which is now available in the six official languages of the United Nations and in Farsi. The Gender Standby Capacity (GenCap) project, offering senior gender advisers to support the humanitarian country teams, further strengthened gender mainstreaming in the field. Protection of civilians has also been a major component of the biennium's work. A closer working relationship between OCHA and Security Council members helped to pave the way for the establishment of the Security Council Expert Group on the Protection of Civilians.

792. OCHA strengthened its ability to advocate on behalf of communities affected by conflict or natural disaster. Public information capacity was strengthened and

visual media, including infographic products and films, were used in support of advocacy initiatives.

Challenges and lessons learned

793. The inter-agency coordination on many key issues pertinent to the coordination of relief efforts has improved. However, more focus is needed to identify emerging issues, trends and global challenges — the triggers for scaling up and down OCHA operations in a more predictable and timely manner. Further guidance is needed to ensure consistent OCHA participation in mission planning and daily interaction with peace operations. OCHA will continue to participate in the development of system-wide policy and guidance on integration, including supporting humanitarian funding that is proportional to the size of the economies of donor countries. Action has been taken in more countries to set up or refocus institutional mechanisms and programme planning to incorporate disaster risk reduction. However, investment and practical disaster risk reduction measures still need to be scaled up across the various sectors to effectively address vulnerability at the national and local levels.

Output implementation rate

794. The above-cited results are based on the implementation of 99 per cent of 693 mandated, quantifiable outputs.

795. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 26)).

Executive direction and management

(a) Programme of work is effectively managed and supported within the available human and financial resources

796. In 2008 and 2009, OCHA developed improved financial and management reports, including data on implementation rates, as well as standard costing practices for operational expenditure. Effective February 2008, OCHA was delegated authority to recruit, deploy and administer its staff in the field. In addition, the Roster Management Programme was successfully implemented and helped to establish and maintain a pool of qualified and competent candidates who would be readily available to be deployed to the field, bringing the vacancy rate down from nearly 20 per cent at the start of the biennium to 13 per cent in the last quarter of 2009. Towards the end of 2009, OCHA introduced the first edition of an online Induction Programme and standardized induction arrangements for heads of offices and administrative officers.

(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination

797. To ensure policy coherence in the management of United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination, the Secretariat of the Inter-Agency Standing Committee (IASC)/Executive Committee on Humanitarian Affairs facilitated inter-agency

responses to a number of humanitarian situations and facilitated policy development. The Executive Committee secretariat supported monthly meetings on humanitarian challenges that included peacekeeping, security, political, development and humanitarian United Nations departments and agencies. The IASC secretariat facilitated meetings that covered important policy issues, including humanitarian reform, humanitarian space, recovery and transition, and climate change. OCHA also played a full part in the newly established Integration Steering Group — as detailed in subprogramme 1 below — set up to ensure coherence in United Nations integrated missions, while safeguarding humanitarian activities based on need and humanitarian principles.

Subprogramme 1
Policy and analysis

(a) *Improved coordination within the United Nations system in response to disasters and emergencies*

798. Through engagement with the Inter-Agency Standing Committee, OCHA was able to foster discussions and agreements on key policy issues including the following: humanitarian financing; needs assessment and classification of emergencies; integration; and the role of humanitarian coordinators. Several discussions on humanitarian principles and humanitarian space and access also took place in 2008. In 2009, the Executive Committee on Humanitarian Affairs and its Core Group held 13 meetings on humanitarian challenges in, among others, Afghanistan, Darfur, Myanmar, Yemen and the Occupied Palestinian Territories. A guidance note for humanitarian country teams was endorsed by the IASC Working Group in November 2009 with a view to ensuring greater predictability and consistency across countries in all the preparedness and/or response phases.

(b) *Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development*

799. In 2008 and 2009, OCHA continued to focus on improving planning, monitoring and accountability during disasters and emergency situations. In addition to evaluations of the Central Emergency Relief Fund and the international humanitarian system's response to Myanmar, new tools such as the Rough Severity Estimate Tool and the Humanitarian Dashboard were also being developed and tested. In 2009, after a two-year pilot, OCHA undertook a review of the future of Inter-Agency Real Time Evaluations. The review resulted in a formal endorsement by IASC to work towards the regular implementation of such evaluations during all large-scale disasters. OCHA helped to establish an inter-agency working group for joint humanitarian-impact evaluations. The Assessment and Classification of Emergencies Project developed a framework for needs assessments in sudden onset disasters.

(c) *Improved capacity and policy responses by United Nations humanitarian coordinators for the protection of civilians upon the requests of national Governments*

800. In 2008, guidance materials and training on protection of civilians were provided to the humanitarian country teams. The Protection of Civilians Section also worked in close collaboration with the Humanitarian Coordinators Strengthening Project on ensuring that all incoming humanitarian coordinators are

carefully trained on protection issues before assuming their duties. Direct support to field operations and humanitarian coordinators has also been provided through: development of tailored and context-specific guidance, country workshops and information sessions including for Afghanistan and Sri Lanka, as well as deployment of advisers from the protection and gender capacity rosters. In 2009, comprehensive guidance materials on protection were developed along with training on the application of international law to achieve humanitarian objectives through negotiation and advocacy.

Subprogramme 2
Coordination of humanitarian action and emergency response

(a) *Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies*

801. OCHA provided timely and coordinated support to humanitarian emergencies through 24 (2008) and 25 (2009) country offices, and responded to 56 (2008) and 43 (2009) new emergencies, respectively, which included natural disasters; armed conflict and other events such as the 2008 cholera outbreak in Zimbabwe. OCHA continued to roll out the principles of humanitarian reform under the umbrella of IASC. The cluster approach was implemented in all countries in which humanitarian operations are led by a humanitarian coordinator, except in Niger and Yemen, where implementation is expected in early 2010. Over the biennium, the cluster approach was rolled out in nine new sudden onset emergencies. OCHA agreed on policy and standard operating procedures on the management of country and regional offices.

(b) *Increased availability of extrabudgetary resources for humanitarian activities*

802. In 2008, the ratio of contributions received from donors to both consolidated and flash appeals (23 appeals in 2008) fell slightly from the previous year. In 2007, 72 per cent of requirements were met for 30 consolidated and flash appeals; in 2008 that number slipped to 70 per cent. However, this masks a significant increase in appeal funding in dollar terms: $5.1 billion in 2008, a 38 per cent increase from the 2007 total of $3.7 billion (requirements rose considerably in 2008 owing mainly to the global food price crisis). Consolidated appeals funding reached $6.4 billion in 2009, which equates to 64 per cent of funding requirements. While funding levels were slightly lower than 2008, they were not as seriously affected by the recession and global financial crisis as feared.

(c) *Progress in addressing the special needs of women and children in strategies for emergency response*

803. In the 2008-2009 biennium, OCHA held workshops on gender equality and gender-based violence programming in Bangkok, Panama and Johannesburg, South Africa, introducing field practitioners to the Gender Handbook as well as the Guidelines for Gender-based Violence Interventions in Humanitarian Settings. In 2009, the development of an e-learning course based on the Handbook and the Guidelines was initiated. OCHA continued to be an active member of United Nations Action against Sexual Violence in Conflict as well as the IASC Sub-Working Group on Gender and Humanitarian Action. The GenCap project, offering senior gender advisers to support the humanitarian coordinators and humanitarian country teams, was further strengthened and more members were

added to the roster. OCHA also administered the inter-agency gender websites, and started moving the content to the new One Response site.

(d) *Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives*

804. In 2009, OCHA clarified and communicated its role to all staff through the Policy Instruction on OCHA Structural Relationships within an integrated United Nations presence. OCHA provided support to humanitarian coordinators and humanitarian country teams in Chad and the Sudan in the context of the continued scaling up of the Department of Peacekeeping Operations-led peace operations in those countries. OCHA participated in all country-specific headquarters-based Integrated Mission Task Forces, Integrated Task Forces and working groups. The Department of Safety and Security and OCHA jointly distributed the "Saving Lives Together" framework to all Designated Officials/humanitarian coordinators, encouraged its implementation and continued to provide support via the newly formed Department of Safety and Security/NGO Liaison Unit. In 2008, the Department of Safety and Security and OCHA undertook a mission to Afghanistan through the donor-funded deployment of additional Department security personnel to assess what additional support might be provided to the humanitarian community there.

(e) *Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies*

805. In 2008, the Fund disbursed $399 million to emergencies in 53 countries. Of that, approximately, $273 million (68 per cent) of the total Fund allocations went to natural disasters and other rapid-onset emergencies. A total of $126 million went to underfunded crises through a process that allowed humanitarian coordinators and country teams to target the funds to the most urgent sectors and projects. In 2009, the Under-Secretary-General/Emergency Relief Coordinator committed $397 million in grants from the Fund to 16 United Nations system agencies and IOM for humanitarian programmes in 52 countries. From the receipt of the final request submission to approval, it took an average of three and five working days for the rapid response and underfunded emergencies window, respectively. This period is particularly relevant as agencies often use internal reserves or reprogramme existing funds to cover the time between Central Emergency Response Fund funding approval and disbursement.

(f) *Timely mobilization and coordination of international assistance to countries affected by natural disasters*

806. The number of United Nations Disaster Assessment and Coordination (UNDAC) missions carried out in 2008 was 16, of which 13 were emergency response missions and 3 were disaster response preparedness missions. That number exceeded the average of one mission per month. The majority of emergency response missions responded to floods and the majority were mobilized to the Americas region. In 2009, a total of 14 United Nations Disaster Assessment and Coordination missions were deployed, of which 11 were emergency response missions and 3 disaster response preparedness missions. All United Nations Disaster Assessment and Coordination emergency response missions were deployed within 48 hours of receipt of request, as per standard operating procedures.

Subprogramme 3
Natural disaster reduction

(a) Increased national capacities for reducing disaster risk

807. Throughout the 2008-2009 biennium, in collaboration with the United Nations Development Group, progress has been made in developing capacities and advocacy on risk reduction, with guidance on how to integrate disaster risk reduction into the United Nations Development Assistance Framework process. United Nations staff has been trained at the United Nations Staff College as trainers on mainstreaming disaster risk reduction in common country assessments and the United Nations development assistance frameworks. In cooperation with partners such as the European Commission, UNDP Bureau for Crisis Prevention and Recovery supported workshops on integrating disaster risk reduction in CCA/United Nations development assistance frameworks in Colombia, Indonesia and Uganda. A review of common country assessments and United Nations development assistance frameworks for the year 2008 indicates that a total of 27 country national development plans made explicit reference to disaster risk reduction. By end of 2009, about 40 countries adopted national programmes for the implementation of disaster risk reduction strategies.

(b) Increased awareness and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters

808. In the 2008-2009 reporting cycle on the implementation of the Hyogo Framework for Action, 78 countries completed their national reports and 24 countries submitted incomplete reports. This represents an increase from the 36 country reports prepared for the 2006-2007 reporting cycle. In addition, and as a contribution to the publication *2009 Global Assessment Report on Disaster Risk Reduction: Risk and Poverty in a Changing Climate*, several thematic papers, in-depth country studies and regional assessment reports were developed and issued in 2008-2009. A total of 57 countries developed or established national platforms. In addition to officially declared national platforms, several countries — mostly hazard-prone ones and with a long tradition in disaster management — have strengthened their respective national coordination mechanism and some have approved the establishment of national platforms.

(c) Increased national capacities for post-disaster recovery planning at all levels

809. At least 25 countries have by now incorporated disaster risk reduction measures in post-disaster recovery; these include Bangladesh, China, Haiti, Myanmar and Nepal. 2009 saw increased collaboration between the European Commission, UNDP and the World Bank with respect to joint post-disaster needs assessments. In 2008, three joint post-disaster needs assessments were conducted (Haiti, Madagascar and Myanmar) while in 2009 the number rose to seven (Burkina Faso, Cambodia, El Salvador, Indonesia, Namibia, the Philippines and Senegal). In addition to formal post-disaster needs assessment exercises, the World Bank and the UNDP Bureau for Crisis Prevention and Recovery collaborated on other post-disaster assessments in Bhutan, Samoa and Tonga. All of these exercises were conducted in support of governmental capacities for recovery planning and implementation. Several knowledge products and tools were developed.

(a) Increased level of donor support for disaster reduction and recovery programmes and projects

810. Overall there is increased interest and support for disaster risk reduction worldwide. Several donors — including Australia, Switzerland and the European Commission — have devised policies and procedural guidelines to integrate disaster risk reduction in their regular development work. Twenty countries are supported annually by the World Bank. In 2008, at least 25 countries started or enhanced disaster risk reduction programmes with co-funding from the UNDP Bureau for Crisis Prevention and Recovery. Major disasters during the reporting period were used as an opportunity to formulate disaster risk reduction initiatives as part of recovery programming. Contributions to the Trust Fund for Disaster Reduction increased overall in comparison to previous biennium (from $35 million to $43 million). Overall 85 per cent of the budget target was reached.

Subprogramme 4
Emergency support services

(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information

811. UNDAC teams carried out 13 disaster response missions in 2008, and 11 missions in 2009. All UNDAC emergency response missions were deployed within 48 hours of request, as per standard operating procedures. The OCHA Logistics Support Unit arranged for the delivery of 22 consignments of relief goods to 16 disaster-affected countries, amounting to a total of approximately 456 metric tons valued at $4.2 million. The Unit also monitored and disseminated information on a number of logistics issues.

(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies

812. In 2008-2009, UNDAC continued to work closely with its partners in emergency response and to deploy disaster preparedness missions upon request. Among the partnerships are networks of bilateral donors and NGOs. These provide technical and subsistence support to UNDAC teams in the field such as the International Humanitarian Partnership, the Asia-Pacific Humanitarian Partnership, and the Americas Support Team. NGO partners MapAction and Telecoms sans Frontières provide emergency mapping services and telecommunications/connectivity. DHL, Microsoft and Ericsson Response, which provide airport handling services, software solutions and mobile phone, respectively, also deployed with UNDAC teams. The UNDAC system worked closely with regional organizations such as the European Union Civil Protection Mechanism and ASEAN.

(c) Heightened awareness of gender mainstreaming in disaster-assessment reports and appeal documents

813. In 2008 and 2009, OCHA continued its efforts to implement a solid gender perspective in its assessment reports, programme planning and appeal documents.

Progress was made in promoting gender analysis and the use of data disaggregated by sex and age through the implementation of gender action plans.

Subprogramme 5
Humanitarian emergency information and advocacy

(a) *Enhanced awareness and regard for humanitarian principles and concerns*

814. In 2008 and 2009, OCHA strengthened its ability to advocate on behalf of communities affected by conflict or natural disaster. Public information capacity was strengthened and visual media, including infographic products and films, were used in support of advocacy initiatives. In 2008, nine op-eds covering topics such as the food crisis in Africa, global financial crisis and lessons learned from Cyclone Nargis were published in more than 15 outlets — including *USA Today*, *The Washington Times*, *The Economist* and *The National* and *Al-Bayan*. In 2009, 11 op-eds covering topics such as the crisis in Gaza, protection of civilians, aid worker safety, and security and climate change were published in 102 outlets in 40 countries — including Australia, Belgium, Cambodia, China, Hungary, Japan, Lebanon, Norway, Panama and Slovenia, in 15 languages.

(b) *Increased utilization of timely, accurate and relevant information on humanitarian emergency situations*

815. In 2008, the Integrated Regional Information Network (IRIN) produced 5,393 articles covering topics such as displacement, climate change, health-related issues and disarmament, four in-depth reports, 14 climate change video shorts (in partnership with UNEP) and four short documentaries. In 2009, IRIN produced around 5,400 articles in Arabic, English, French and Portuguese, four in-depth reports, 22 short videos and one medium-length documentary. Through partnerships forged with the Public Broadcasting Service and Al-Jazeera English, as well as with a number of smaller television networks, IRIN films were broadcast to audiences numbering in the millions in North America, Africa, Europe, the Middle East and Asia. In 2009, the ReliefWeb service registered over 40 million page views, with nearly 10 million visits from 237 countries and territories, representing a 12 per cent rise compared with 2008. Its subscriber base has steadily risen to 152,000, with 10,000 new users joining in 2009.

Section 27
Public information

Highlights of programme results

816. In 2008-2009, the Department of Public Information led major communications campaigns about human rights, the Millennium Development Goals, development in Africa, disarmament and climate change. The Department's campaign activities led to increased media coverage of those priority themes and key United Nations messages. In 2009, the Department worked closely with the Secretary-General's Climate Change Support Team, the United Nations Framework Convention on Climate Change and UNEP in disseminating messages about climate change and the United Nations Climate Change Conference in Copenhagen through United Nations press releases, websites, radio and television stories, publications and outreach activities at Headquarters and at United Nations information centres.

New media and social media tools were used in communications initiatives, including in the Secretary-General's "We Must Disarm" campaign. Twitter enabled the Department to reach at least 1.2 million people, with followers joining from over 50 countries, including many developing countries. An evaluation of this online campaign showed that the use of Facebook and Twitter drove traffic to the United Nations website. A United Nations channel was launched on youtube.com enabling innovative outreach efforts such as the "Citizen Ambassadors" campaign which encouraged individuals to engage United Nations decision makers during the General Assembly.

817. In terms of partnerships, more than 300 international institutions of higher education and research became affiliated with the Department's Academic Impact initiative. Concerted efforts were made to expand the geographic diversity of NGOs associated with the Department. The reach of United Nations news products was expanded: the number of radio and television stations broadcasting United Nations programmes rose by 37 per cent between 2007 and 2009, and traffic to the main United Nations website and to United Nations Information Centre websites outpaced their targets. Website users from 118 countries, including many developing countries, downloaded online audio clips. Internal communications across the Secretariat were strengthened: iSeek is now accessible at over 100 duty stations worldwide.

Challenges and lessons learned

818. The major challenges faced by the programme and lessons learned are described below:

- Key lessons learned from media monitoring and analysis projects were that United Nations communications messages should be succinct and take into account regional differences.
- A 2009 survey of United Nations information centres resulted in improved understanding of website needs in the field. In general, United Nations information centres seek continued autonomy in developing their websites, but need more guidance and training from Headquarters.
- An ever-expanding array of Internet-based tools calls for more strategic use of new media platforms, including online and mobile video, text messages and social networking sites.

Output implementation rate

819. The above-cited results are based on the implementation of 98 per cent of 287 mandated, quantifiable outputs.

820. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 27)).

Executive direction and management

(a) Timely recruitment and placement of staff

821. The Department has been consistently reducing the average number of days that Professional posts are vacant. In 2008 the average number of days was 260 compared to 241 in 2009.

(b) Improved geographical representation and gender balance of staff

822. The Department has achieved over 50 per cent gender parity. It will strive to increase the percentage of staff recruited from unrepresented and underrepresented Member States through oversight and monitoring of staff selection processes.

(c) Increased timeliness of submission of documentation

823. The Department submitted all its official documents, such as reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee (Fourth Committee) on or before the slotted deadlines.

(d) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners

824. The United Nations Communications Group, at its eighth annual meeting of principals in June 2009, reiterated the importance of local United Nations communications groups as platforms for inter-agency cooperation. The meeting provided an opportunity to review progress made on joint communications work concerning priority themes such as climate change and the global economic crisis and to discuss how to make further improvements at the local level.

Subprogramme 1
Strategic communications services

(a) Improved quality of media coverage on the thematic priority issues

825. The subprogramme implemented major campaigns on climate change, human rights, disarmament, the Millennium Development Goals and development in Africa in 2008-2009. Large-scale media-monitoring and analysis projects on these themes were undertaken. Results showed that the United Nations was a key actor in driving coverage about priority themes and related events and was featured in a neutral or favourable light in the majority of analysed articles. In a 2008 media analysis of the Millennium Development Goals and Africa's development needs, almost 40 per cent of article headlines referenced the Organization or its high-level meetings. In a 2009 media analysis on disarmament, 72 per cent of 1,280 analysed articles on disarmament mentioned the United Nations.

(b) Clients' needs are met

826. Survey results from client departments such as the Department of Economic and Social Affairs, the Climate Change Support Team and the Department of Peacekeeping Operations showed a high level of satisfaction in the subprogramme's communications strategies and press materials. A workshop for information officers of United Nations peacekeeping operations was highly rated. Client departments

responded positively to new media tools used, including a text messaging campaign for the 2008 International Day of Peace. The Secretary-General's "We Must Disarm" campaign in 2009 successfully engaged people worldwide about nuclear disarmament and non-proliferation through the use of social networking sites such as Facebook, My Space and Twitter. Twitter enabled the Department of Public Information to reach at least 1.2 million people; members came from over 50 countries, including many developing countries. An evaluation of the online campaign showed that the use of Facebook and Twitter drove traffic to the United Nations website.

(c) *Improved understanding at the local level of work carried out by the United Nations*

827. United Nations Information Centre websites, which provide information in five official languages (Arabic, English, French, Russian and Spanish) as well as in 33 local languages, contributed to increased awareness of the United Nations. The average monthly page views of these websites grew 9 per cent from 2007, to 3.5 million page views by the end of 2009. A redesigned portal for United Nations information centres was launched in the fall of 2008 in all official languages. Survey results from United Nations Information Centre briefings showed that in 2008, 80 per cent of respondents indicated that their understanding of the United Nations had grown or improved after attending a briefing; in 2009, 91 per cent reported improved understanding.

Subprogramme 2
News services

(a) *Increased utilization by media organizations and other users of news and information about the United Nations*

828. The subprogramme increased its reach of news products and services to media organizations and other clients. The number of radio and television stations broadcasting United Nations programmes has risen to 500. The television programme "21st Century" is carried by 50 broadcasters around the world. UNifeed, the daily television newsfeed, increased its worldwide broadcast pick-up by nearly 60 per cent in 2009 from 2008. Website users from 118 countries accessed online audio clips. The average number of monthly page views on the United Nations website increased from 45 million in 2008 to 54 million in 2009. In 2009, the Department improved its capacity to evaluate website data by implementing a new tracking system that enables detailed analysis of users' geographic locations and usage patterns.

(b) *Timely access by news organizations and other users to daily meetings-coverage press releases, television packages, photos and other information products*

829. The subprogramme achieved its target of producing and distributing 90 per cent of selected products on or before their deadlines. Ninety-five per cent of photos are processed and posted to the Web on the same day that they are taken. One hundred per cent of United Nations Television feeds of live meetings and events at Headquarters are distributed on the same day as taping occurs. Eighty-four per cent of press releases are issued within two hours of the close of a meeting. The subprogramme has also made audio clips of Headquarters meetings available to media representatives minutes after they are recorded. Exclusive coverage from the

field during crises, such as the conflict in Gaza in early 2009, allowed UNifeed producers to immediately distribute footage to top broadcasters, which resulted in increased media attention to such crises.

Subprogramme 3
Outreach and knowledge-sharing services

(a) *Strengthened and expanded relationships with partners*

830. The subprogramme's Dag Hammarskjöld Library has developed partnerships with over 400 depository libraries in 145 Member States. Regional training programmes were held for these institutions on how to better access United Nations information and on how to transition their libraries from traditional repositories to knowledge-sharing centres. Concerted efforts were made to expand the geographic diversity of NGOs associated with the Department. Ongoing cooperation with NGOs and academic institutions in the host country at Headquarters resulted in briefing programmes and speaking engagements on United Nations issues. Through the Academic Impact Initiative, more than 300 international institutions of higher education and research have become affiliated with the United Nations. In 2009, the Department organized the first-ever Global Model United Nations Conference in Geneva, attended by 350 youth leaders from 57 countries. The Secretary-General's Creative Community Outreach Initiative led to prominent placement of the United Nations and its issues in high-profile entertainment projects. A Web-based outreach project entitled "Citizen Ambassadors to the United Nations" was launched and engaged youth across the world.

(b) *Increased awareness of outreach and knowledge-sharing services and products*

831. The subprogramme significantly improved the quantity and quality of its websites, which resulted in increased awareness of its activities and products. New online products include the *United Nations Chronicle* website, the "UN Member States on the Record" online resource and a website that highlights the drafting of the Universal Declaration of Human Rights. Average monthly page views to the subprogramme's websites reached 5.9 million in 2009, far outpacing the Department's target. More attention was paid to graphic design and branding of all products so as to more effectively convey messages. Client satisfaction at events was high: across all surveys conducted the average satisfaction rate was 84 per cent. More staff members have access to internal United Nations information; iSeek is now accessible at over 100 United Nations office sites worldwide.

Section 28A
Office of the Under-Secretary-General for Management

Highlights of programme results

832. The Office of the Under-Secretary-General achieved far-reaching results in three distinct areas that may serve as landmarks in the Secretariat's history. The continued success of the capital master plan was evident with each and every move of offices and staff to various swing spaces being managed with precision and efficiency. A total of 4,540 staff members were successfully relocated to on-site and off-site swing spaces. The construction of the Temporary North Lawn Building in 2009 to house the Executive Office of the Secretary-General further brought acclaim

to the capital master plan. Besides, during 2009, the projected cost-to-complete of the plan was continually reduced from earlier estimates, and value engineering continued. Starting on 1 July 2009, the United Nations launched a new system of internal justice that is constituted by its two pillars: the formal and the informal. This new, independent, professionalized and decentralized system of internal justice replaced the old and obsolete peer-review system.

833. The Enterprise Resource Planning project, Umoja, was further consolidated by developing detailed project plan through end of design phase. The Under-Secretary-General for Management provided the strategic vision to ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources — people, money and materials. In addition, the General Assembly endorsed the proposal of the Secretary-General to deploy Umoja through the "pilot first" option, which minimizes the number of deployment phases to three and reduces risk to the Organization. This option would involve a smaller-scale initial deployment to allow the system to be tested operationally in a contained environment, followed by deployment to the rest of the Organization in two phases.

834. The five thematic Communities of Practices around key managerial and administrative issues were constituted to strengthen the exchange of lessons learned and good practices. A wiki project was launched in collaboration with the Department of Public Information. The ultimate objective of the project is to establish an effective mechanism that captures institutional memory in view of the projected high number of staff retirements. The Business Process Improvement initiative was taken forward through the Lean Six Sigma capacity-building programme that yielded some quick win results in a number of areas such as reduced processing time in specific procurements and peacekeeping-related recruitment. Enhanced transparency in personal performance of senior managers was achieved by the availability of performance assessments of senior managers' compacts on the Secretariat Intranet. Also since the present biennium, the compact were extended to senior officials at the Assistant Secretary-General level, who sign them with their respective Under-Secretaries-General. Finally, an important report was elaborated under the coordination of the Office of the Under-Secretary-General, entitled "Towards an accountability system in the United Nations Secretariat", with a wide consultation process with stakeholders. The report will be submitted to the General Assembly at the sixty-fourth resumed session.

Challenges and lessons learned

835. The Office of the Under-Secretary-General for Management faced major challenges during the biennium 2008-2009, such as achieving further progress in advancement of the implementation of the enterprise resource planning system. Design delays owing to the low level of funding for the biennium 2008-2009 have impeded progress of the Umoja project.

836. The newly created Management Evaluation Unit as part of the administration of justice system received a significant number of requests in its first months of its operation.

Executive direction and management

(a) Programme of work is effectively managed

837. As part of Department of Management's continued and renewed effort to enhance client focus and improve accountability, the quality of services rendered by Department offices has been assessed through a survey of key clients. Although the results of the survey show some downward trends since 2007 for the Department as a whole, some examples of positive experiences were also identified among various offices or functions. Another tool that the Department developed to enhance client orientation was the creation of the Suggestion Box, through which in 2009 alone it received 430 suggestions. To cite a few examples, to make the organization more efficient and transparent, the Department revamped its Intranet presence on iSeek, developed the Travel Claims Portal for online processing of travel claims, web-based self-service for staff, posted temporary vacancy announcements on iSeek, and so forth.

(b) Improved geographical representation and gender balance of staff

838. Thirty-three per cent of recruitments in the Office of the Under-Secretary-General for Management during the biennium 2008-2009 were of candidates from unrepresented or underrepresented Member States. In the Office, 52.5 per cent of staff are female, which places the Office above the 37.7 per cent average for the Secretariat and higher than the 50/50 target. The Office is leading by example regarding improved geographic and gender balance. The Office is also proactively promoting the Organization's policy in other Department of Management offices and Secretariat-wide. One example of such promotion is the Under-Secretary-General's note to all United Nations Secretariat offices to expedite recruitment of P-2 and P-3 positions, which will improve geographical balance.

(c) Enhanced policy coherence in the management of the activities of the United Nations

839. Policy coherence in the management of the activities of the United Nations has been enhanced through: (i) cooperation with other organizations of the United Nations system in the High Level Committee on Management and the United Nations System Chief Executives Board for Coordination; (ii) the organization of forums such as the monthly Department of Management Managers Forum, the monthly meetings of all New York executive officers coordinated by the Chief of the Office of the Under-Secretary-General for Management; (iii) the participation of the Under-Secretary-General for Management in the Management Performance Board and the Management Committee; (iv) the formation of ad hoc working groups for specific proposals (such as the task force on investigations within the United Nations Secretariat); and (v) the consultation process carried out in November 2009 to discuss accountability and enterprise risk management and internal control frameworks with the participation of more than 25 United Nations system funds, programmes and specialized agencies.

Subprogramme 1
Management services

(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules

840. Human resources reform featured prominently during the biennium 2008-2009, culminating on 1 July 2009, when several significant human resource reforms took effect, including streamlined contracts, harmonized working conditions and one set of staff rules. These reforms are expected to provide the basis for building an integrated Secretariat with conditions of service that offer increased job security and equity of treatment of staff. A new system of internal justice — designed to be independent, transparent and professionalized — also took effect on 1 July 2009. Procurement reform continued during the biennium, aimed at optimizing the United Nations acquisition process and taking a more strategic approach to the management of United Nations procurement. Reforms included the strengthening of internal controls, increased monitoring and training, and the expansion of the vendor sanctions regime and post-employment restrictions. Additionally, under the lead of the Deputy Secretary-General and the coordination of the Office of the Under-Secretary-General for Management, the report entitled "Towards an accountability system in the United Nations Secretariat" was elaborated with a wide consultation process with all stakeholders. The report will be submitted to the General Assembly at the sixty-fourth resumed session.

(b) Elimination of internal control and material weaknesses identified by audit bodies within the Organization

841. The Management Committee endeavours to ensure that findings and recommendations of the United Nations oversight bodies are effectively fed into the executive management processes and that accepted recommendations are followed up and implemented in a timely manner. The Committee met on seven occasions during the biennium 2008-2009 to review the recommendations issued by the Office of Internal Oversight Services (averaging 2,000 recommendations per year), Board of Auditors (210 recommendations) and the Joint Inspection Unit (190 recommendations). Under the aegis of the Committee, faster implementation of the recommendations issued by the oversight bodies has contributed to the elimination of material weaknesses within the Organization and to the improvement of management practices.

(c) Improved business processes

842. The Business Process Improvement and Lean Six Sigma capacity-building programme were launched. Progress made included: the identification of key areas and concrete projects for business process improvements; the identification of staff members to implement projects; the launching of concrete business process improvement projects; the instruction and coaching of staff members, enabling the implementation of the business process improvement project; and the implementation of projects according to schedule. Additionally, in close collaboration with the Department of Field Support, the programme yielded some quick win results, including an 85 per cent reduction in processing time for the Material Resourcing Plan to release supplies to start-up missions; the reduction of purchase order processing time from five weeks to one week; the reduction of the

staff on-boarding process by 16 days; the creation of an online support site for troop- and police-contributing countries to coordinate troop deployments; as well as a reduction in the recruitment process time for United Nations police officers from 150 to 90 days.

(d) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions

843. In conjunction with the Department of Public Information, Management Support Services launched a Wiki project for capturing institutional memory: the first component consisted of the introduction of the Wiki itself, followed by its implementation in the Protocol Office on a pilot basis. The second component is to review existing tools in the Organization to enhance their effectiveness. The Continuous Management Improvement is an initiative that was developed to address three key priorities in the Department of Management: to support the provision of services necessary to run the Organization; to maintain a system that captures, analyses, and enables creative suggestions shared by the staff; and to promote the application of standard management tools and best practices so as to enhance the efficiency and effectiveness of organizational units. The Management Support Services also provided change management expertise to support the Procurement Division's implementation of recommendations resulting from two Lean Six Sigma initiatives.

(e) Increased efficiency in the review of contracts awarding and disposal of assets with fairness, integrity and transparency and in compliance with the relevant rules and regulations

844. In 2008, the Headquarters Committee on Contracts held 112 meetings and vetted 751 cases. The average amount of time required for the handling of cases was 7.06 days. In 2009, the Committee held 93 meetings and vetted 584 cases with the 5.64 processing time. Therefore, during 2008-2009, the average processing time was 6.35. The Committee's average processing time has definitively decreased, and therefore the efficiency has increased.

Administration of justice

(a) A system of internal justice that is fair and effective in conformity with the human resources policies and rules of the Organization

845. The biennium witnessed the transition from the old justice system, when many of its features were abolished on 30 June 2009 and a new system was established thereafter. During the time period when the old system existed, 129 appeals and 59 requests for suspension of action were processed and disposed of by the Headquarters Joint Appeals Board. The new independent, professionalized, and decentralized system of internal justice was launched on 1 July 2009 and is central to the effort to guarantee fairness and improve accountability. The new system consists of two pillars: the informal and the formal. The first pillar focuses on resolving disputes through informal, that is, non-judicial, means. The second pillar, the formal system, consists of two levels of independent judicial review by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal.

(b) *Measures to ensure the timely participation of managers in the administration of justice process*

846. Measures were taken in 2008 and 2009 to inform managers about the new internal justice system, including publishing information on iSeek. Further, the Under-Secretary-General for Management wrote to all heads of departments and offices emphasizing the importance of timely compliance and of accountability for non-compliance through, inter alia, ePAS and the Senior Managers' Compacts. Untimely or non-responses from programme managers are recorded in the quarterly reports issued by the Management Evaluation Unit. Commencing 1 January 2010, the Unit began to track the comprehensiveness of the comments submitted by managers for incorporation in its 2010 end-of-year report. Since 1 July 2009, the Unit has requested and received comments from managers in 115 instances. The participation of managers has significantly improved with a 96.5 per cent compliance rate in 2009, which is an increase from 87 per cent in 2008.

Subprogramme 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and Secretariat support to the Member States and other participants at the meetings

847. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the committees and in a procedurally correct manner, as evidenced by the fact that targets and deadlines were met for the preparation and dissemination to Member States of the programmes of work of the committees. All reports of the Fifth Committee were submitted for processing within 48 hours or less of adoption. Zero per cent of representatives of Member States in the Fifth Committee and in the Committee for Programme and Coordination expressed dissatisfaction with the conduct of meetings and with the level and quality of technical Secretariat services.

Section 28B
Office of Programme Planning, Budget and Accounts

Highlights of programme results

848. The Office of Programme Planning, Budget and Accounts continued to provide timely and quality budget, accounting and treasury services to the Organization. General Assembly approval was obtained for the programme budget for the biennium 2010-2011, the budgets of the international tribunals, and additional proposals arising from new mandates. The timeliness of submission of budget and other financial reports issued by the Office improved over the previous biennium. During the biennium 2006-2007, an unqualified audit opinion was issued by the Board of Auditors. Progress has been made with regard to the integrity of financial data, as well as provision of timely and accurate financial transactions and improved client services. The Office continued to prepare for the implementation of IPSAS, for example, by completing an online training programme. The performance in providing stewardship of the Organization's investment funds exceeded benchmarks in both the United States dollar and the euro investment pools. This was

accomplished achieving returns with zero cash loss, meeting the liquidity requirements of all clients, and outperforming the market while observing United Nations Treasury policies. The Office improved the efficiency of its internal financial business processes, such as the automation of the contributions process and the establishment of a new IMIS functionality designed to secure significant reimbursement from a national insurance scheme.

Challenges and lessons learned

849. The major challenges faced by the programme and lessons learned are described below.

- The use of automated report generation and standardized reporting formats has become imperative in order to minimize time required for reconciliation and for editing and translation.
- Further efficiency gains are critically dependent upon enhanced automated integrated systems.
- As IPSAS implementation is being synchronized with the Umoja project, the provision of comprehensive communications and training programmes in both fields are major upcoming challenges, as is the capacity of the Office to devote adequate time to adapt its business processes to the new requirements while continuing to provide routine client services.
- The Office will continue working closely with the Department for General Assembly and Conference Management and client departments to improve the timeliness of report submission.

Output implementation rate

850. The above-cited results are based on the implementation of 100 per cent of 933 mandated, quantifiable outputs.

851. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 28B and Corr.1)).

Executive direction and management

(a) *Sound financial management and control in the Organization*

852. During the period, audit observations on financial matters referred, in general, to minor issues, indicating that effective internal financial controls are in place. The Office of the Controller continues to provide effective financial management by addressing audit recommendations issued by the oversight bodies, closely monitoring the exercise of delegations of financial authority by qualified and experienced designated staff members and ensuring that executive agencies, host country and framework agreements entered into by the United Nations meet financial standards for approval and are executed in accordance with financial regulations and rules. The Office provides timely advice and assistance to client departments and offices on the implementation of the financial regulations and rules. In response to recent audit findings, the Office of the Controller is working to streamline the issuance of delegations of financial authority.

(b) *The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources*

853. The Office of the Controller has improved the management of its programme of work by lowering the turnaround time to five business days for clearance and approval of donor, host country, executive agency and framework agreements when receiving complete requests and when no follow-up with the client is necessary. In other cases, the Office sends a response to the client within five business days. The Office processes a large number of requests for advice on and approval of financial agreements entered into between the United Nations and Governments, NGOs and private entities, as evidenced by a recording of 1,170 requests for advice and approval related to voluntary contributions financial agreements during 2009. In order to continuously improve the timeliness and quality of services with regard to agreements, the Office has developed umbrella agreements in collaboration with its clients to standardize contents where possible.

(c) *Timely recruitment and placement of staff*

854. The average selection time for recruitment and placement of staff in the Office was 137 days, which is within range of the target.

(d) *Improved financial policies*

855. As limited changes are envisaged to be required for implementation of IPSAS in 2014 there will not be a progressive change to the Financial Regulations and Rules. The United Nations will submit a harmonized set of Financial Regulations and Rules to the General Assembly for a one-time approval, probably during 2012-2013. The Office continues to improve its services to Secretariat offices, offices away from Headquarters and peacekeeping missions, on financial matters. This is evidenced by 84 per cent of client representatives (46 per cent favourable and 38 per cent neutral) expressing a favourable opinion ("this service is of good quality") on the quality of assistance received on the application of the financial regulations and rules, policies and procedures. It should be noted that the majority of respondents to the survey were clients from peacekeeping-related programmes.

(e) *Maintenance of geographical representation and gender balance of staff*

856. The percentage of staff recruited from unrepresented and underrepresented Member States in the Office during the period was increased to 40 per cent as compared to 20 per cent during the previous period. The percentage of women at the Professional level and above for appointments of one year or more stood at 54.2 per cent for the Office, as compared to 50 per cent during the previous period.

Subprogramme 1
Programme planning and budgeting

(a) *Improved reporting to Member States on issues relating to the programme budget and budgets of the criminal tribunals*

857. A survey conducted of Fifth Committee delegates showed increased satisfaction with the clarity, quality and completeness of budgetary documents and supplementary information provided. There was also some improvement in submitting reports by documentation deadlines, to 66 per cent in 2008-2009 from

60 per cent in 2006-2007. In that regard, the Programme Planning and Budget Division has been working closely with the Department for General Assembly and Conference Management and client departments to establish and monitor target dates during report preparation. The Division has also expanded its database to enable tracking of target dates to facilitate monitoring and follow-up thereof.

(b) Improved monitoring and control of the programme budget, budgets of the criminal tribunals, and extrabudgetary resources

858. The Division continues to monitor the programme budget, budgets of the criminal tribunals, and extrabudgetary resources on a regular basis. There has been some progress in reducing unliquidated obligations as a percentage of final appropriation during the biennium.

(c) Improved client services

859. The Division has continued to focus on improving its services to clients. The target of an average of three days turnaround for the issuance of extrabudgetary allotments has been achieved. According to a client survey, there has been an improvement in the ease of access to budgetary information which is attributable to improvements of the Division's website since the previous survey.

Subprogramme 2
Financial services relating to peacekeeping operations

(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, Member States and police- and troop-contributing countries

860. During the period from 30 June 2008 to 1 July 2009, the Peacekeeping Financing Division submitted 86 per cent of its reports on time to the Department for General Assembly and Conference Management. At the end of the reporting period, the Division had submitted 100 per cent of peacekeeping performance reports slated for submission on 31 December 2009 on time. This compares to 43 per cent of peacekeeping reports submitted on time to the Department for General Assembly and Conference Management in 2007. The Division's reports submission tracking database has been further developed to improve monitoring. Also, an improved coordination mechanism has been established with the Department of Field Support, the Department of Peacekeeping Operations and the Department for General Assembly and Conference Management.

(b) Increased efficiency and effectiveness of peacekeeping operations

861. Liabilities for troop and formed police costs did not exceed three months, with the exception of the United Nations Mission for the Referendum in Western Sahara, the United Nations Peacekeeping Force in Cyprus, MINUSTAH and UNMIT, as owing to the delayed receipt of assessed contributions cash available in the special accounts of these missions which was not sufficient to reimburse troop- and police-contributing countries. Based on the 2009 Office of Programme Planning, Budget and Accounts client satisfaction survey, 88 per cent of respondents rated guidance provided by the Peacekeeping Financing Division to peacekeeping missions on budgetary procedures and processes positively (favourable or neutral).

Subprogramme 3
Financial accounting, contributions and reporting

Financial accounting and reporting

(a) Improved integrity of financial data

862. A positive audit opinion was received on the 2006-2007 financial statements of the United Nations, and there were two significant audit findings related to financial matters under the purview of the Accounts Division. It is too early to assess the performance related to the 2008-2009 financial statements, as these are due to be completed by 31 March 2010, and the audit opinion is not expected to be rendered until July 2010. Therefore, based on available information for the identified performance indicator, that goal was met for 2008-2009.

(b) Timely and accurate financial transactions

863. The Accounts Division contributed to achieving timely and accurate financial transactions as evidenced by the fact that for the 2008-2009 biennium, 88 per cent of the Headquarters bank accounts were reconciled within 30 days by month's end, and 80 per cent of the payments were processed within 30 days, based on data for sample periods. The latter was below the target of 92 per cent as some resources were diverted for implementation of the new contractual arrangements effective 1 July 2009.

(c) Improved client services

864. According to the Department of Management client satisfaction survey, 86.5 per cent of responses obtained were favourable or neutral, compared to the target of 75 per cent.

Assessment and processing of contributions

(a) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions

865. All pre-session documentation (100 per cent) was submitted by deadlines in 2008; approximately 80 per cent of 2009 documentation was submitted by deadlines.

(b) Timely assessments on Member States based on decisions of the General Assembly

866. All notifications of assessments were issued within 30 days of the relevant decisions of intergovernmental bodies concerned, in full compliance with financial rule 103.1.

Subprogramme 4
Treasury services

(a) Continued prudent stewardship of funds

867. Performance exceeded benchmark in both the United States dollar investment pool and the euro investment pool. Treasury achieved the rate of return with zero

cash loss meeting all the liquidity requirements of all clients outperforming the market while observing United Nations Treasury policies.

(b) Improved efficiency and security of the payment system

868. Treasury had zero instances of cash loss and met the benchmark of 95 per cent for automatic disbursements through the Society for Worldwide Interbank Financial Telecommunication (SWIFT) network.

Subprogramme 5
Financial Information Operations Service

(a) Formulation of a coherent vision of the Office of Programme Planning, Budget and Accounts strategy consistent with the anticipated International Public Sector Accounting Standards and enterprise resource planning implementation

869. The Office is undertaking preparatory work to adapt accounting and finance policies and procedures to the requirements of IPSAS and enterprise resource planning, which are still being defined and in the development phase, respectively. The Financial Information Operations Service continues to provide support to the preparations for the implementation of IPSAS in 2014.

(b) Adequate backup support resources for all critical Office of Programme Planning, Budget and Accounts systems

870. The Office of Programme Planning, Budget and Accounts is moving towards a horizontal support model for critical applications using matrix managed resources. This is enabling backup support of applications when key staff is absent or on leave. In addition, with a view to succession planning, all systems are formally documented with a requested training programme to support cross training skill sets. The Financial Information Operations Service continued to provide support and improve the efficiency of the OPPBA financial business processes.

(c) Improved quality of service provided to clients within the Office of Programme Planning, Budget and Accounts

871. Major achievements include the implementation of a system to automate the contributions process in the Accounts Division and a new IMIS functionality designed to secure significant reimbursement from a national insurance scheme. Informal e-mail responses indicate satisfaction with the service being provided. An ICT survey issued by the Office of Information and Communications Technology indicated satisfaction by the Office of Programme Planning, Budget and Accounts staff with departmental applications. The Financial Information Operations Service intends to issue its own survey as it relates to the Office of Programme Planning, Budget and Accounts applications in the future.

(d) Enhanced financial management reports

872. Informal e-mails indicate satisfaction with the financial reports available as generated by the Financial Information Operations Service.

Section 28C
Office of Human Resources Management

Highlights of programme results

873. A major milestone of human resources management reform reached as a result of close collaboration with stakeholders was the simplification of the contractual arrangements from 16 types of employment contracts to 3 contract types as of 1 July 2009 and harmonized conditions of service between staff in the field and at Headquarters. Owing to these contractual changes, the Staff Rules were amended into one set of rules, instead of three. A number of Secretary-General's bulletins and administrative instructions were amended and approved in 2008-2009.

874. The Office of Human Resources Management undertook a review of its work processes with a view to, inter alia, streamlining them to enhance the efficiency of such processes. It initiated the reassessment of the concept and methodology of strategic workforce planning, including benchmarking. In the area of recruitment and staff selection, while the Galaxy system continued to function, significant work on an enhanced tool, called Inspira, was commenced.

875. During the period, the Medical Services Division focused on providing clinical and health-promotion services to New York-based staff of the United Nations and its funds and programmes; ensuring worldwide staff access to adequate health care in the most cost-effective manner; advising the management on staff benefit programmes and other medico-administrative matters; and updating regularly medical standards and health policies and coordinating them for United Nations system-wide use. The Office of Human Resources Management also actively participated in the redesign of the justice system that led to the introduction of the new administration of justice system as of 1 July 2009.

Challenges and lessons learned

876. There was a delay in the implementation of the Talent Management system. It is now envisaged that Wave I (recruitment) will be implemented commencing April 2010 for Headquarters and July 2010 for the field. Wave II (performance management) and learning will be implemented in the second half of 2010 for both Headquarters and the field. The one-time review of eligible staff as at 30 June 2009 for conversion to permanent appointments will commence early 2010.

Output implementation rate

877. The above-cited results are based on the implementation of 69 per cent of 340 mandated, quantifiable outputs.

878. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 28C and Corr.1)).

Executive direction and management

(a) *Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States*

879. A number of Secretary-General's bulletins and administrative instructions were amended and approved in 2008-2009. These continue to clarify human resources policies, practices and programmes and lead to improved human resources management. Issuance of personnel actions in IMIS for every staff transitioning from the old to the new system was completed. During the last quarter of 2008 a pilot initiative promoting voluntary mobility (Voluntary Initiative for Network Exchange (VINE)) was introduced. The pilot was launched in October 2008 and concluded in August 2009. It covered lateral movements within four occupational networks. A final report reflecting lessons learned and recommendations of the pilot was released in December 2009. One of the key recommendations from the VINE pilot includes the expansion of the initiative to four additional occupational networks in 2010.

(b) *Programme of work is effectively managed*

880. Human resources reports were for the majority prepared in a timely manner and reviewed positively by the General Assembly at its sixty-third and sixty-fourth sessions. Resources have been fully expended.

(c) *Timely recruitment and placement of staff within the Office of Human Resources Management*

881. In 2008, the Office's average vacancy for a Professional post was 185 days, whereas it was 160 days in 2009; these rates were less than the target of 190 days. For the biennium, the average vacancy for a Professional post was 173 days.

(d) *Improved geographical representation and gender balance of staff within the Office of Human Resources Management*

882. The Office continues to meet its targets on geographical representation and gender balance and is also expending considerable energy and resources in those accomplishments throughout the Secretariat.

Subprogramme 1
Policy strategic planning

(a) *Improved human resources planning.*

883. The Organization is putting more emphasis on departmental human resources action plans. The Management Performance Board reviews their results and brings to the attention of heads of departments the objectives that are not achieved. During the reporting period 2008-2009, the Board held three dedicated meetings to review the Human Resources Action Plans for the mid- and end-of-cycle reviews of the fifth cycle and the mid-cycle review of the sixth cycle. During the fifth cycle, 29 departments and offices have participated in the Human Resources Action Plan. Thirty-one departments and offices participated in the sixth cycle. As a follow up, the Deputy Secretary-General sent a letter to all heads of departments commending them for their good performance on some Human Resources Action Plan indicators while highlighting those shortcomings and weaknesses that require serious attention.

In response heads of departments sent plans of action on how to address their areas of shortcomings and weaknesses to the Deputy Secretary-General. Since 2008, Human Resources Action Plan statistics have been readily available for review by departmental officials on the Human Resources Action Plan website. That site allows monitoring of departmental performance for Human Resources Action Plan indicators, thus empowering them to make informed decisions related to human resources management. It also provides access to the underlying data. Over 150 departmental officials and Human Resources Action Plan focal points in all major duty stations make use of the site.

(b) *Improved monitoring of delegated authority in human resources*

884. A new monitoring framework is being designed to provide departments and offices with better support in the implementation of monitoring recommendations. The monitoring framework has been finalized highlighting the various forms of monitoring undertaken by the Office of Human Resources Management, offices away from Headquarters, executive offices and field operations. Building on that framework, the Office of Human Resources Management is now developing a self-monitoring approach that is linked to the Human Resources Action Plans. Additionally, the Office undertook seven on-site monitoring missions to offices away from Headquarters and field operations during the reporting period.

Subprogramme 2
Recruitment and staffing

(a) *Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff*

885. With the launch of strategic workforce planning and strengthened accountability mechanisms for heads of departments, including the Under-Secretary-General's compacts with the Secretary-General, the Assistant Under-Secretary-General compacts with the Under-Secretary-General, enhanced Human Resources Action Plans, and the Management Performance Board, the Organization is making significant efforts to achieve the goals in this area. The Organization is also conducting outreach activities, including targeted recruitment campaigns in unrepresented and underrepresented Member States, in order to attract qualified candidates from those Member States.

(b) *Increased number of young professionals available for recruitment*

886. In 2008, a total of 141 candidates were placed on the National Competitive Examinations roster. In 2009, a total of 163 were placed on the roster (pending an additional 5 candidates whose interviews had to be postponed owing to visa issues). The Organization conducted outreach activities in Israel, Japan, the Republic of Korea, the United Kingdom and the United States to attract young qualified professionals.

(c) *Improved services, support and advice provided to staff and departments/offices*

887. The Office of Human Resources Management recently conducted a survey on the Education Grant and the results are being compiled. The Office will be conducting a survey at the end of the biennium in order to collect feedback from Executive Offices and Directors of Administration (at offices away from

Headquarters) on support and advice provided to them by the Office of Human Resources Management. Both surveys were not completed owing to workload constraints. The Office will complete the surveys during the biennium 2010-2011.

Subprogramme 3
Learning and development

(a) *Improved versatility of staff*

888. During 2008, some 39,972 staff participations were recorded in learning and career development programmes; 17,000 participations were recorded in career development programmes, and 20,000 participations were related to leadership and management programmes. In 2009, approximately 40,000 participations were recorded in those programmes. However, as at 17 February 2010, not all the data has been received and compiled for that period. During the fourth quarter of 2008, a pilot initiative promoting voluntary mobility (VINE) was introduced. The initiative was successful and was concluded in October 2009 with 26 lateral moves across occupational networks and departments, including several across duty stations. Based on lessons learned, the VINE initiative will be enhanced to expand the pool of candidates and occupational groups in 2010.

(b) *Improved working environment*

889. A staff survey on the "working environment" has been postponed, to be conducted in coordination with the Office of the Special Adviser on Gender Issues and Advancement of Women and the action plan on measures to improve gender balance, including flexible working arrangements. In that respect, a "climate survey" has been planned for the fourth quarter of 2009. The Staff-Management Coordination Committee working group on mobility is reviewing current experience with mobility policies and will make recommendations on enhancing the mobility policy. Consultations were held in October 2009 between the Office of the Special Adviser on Gender Issues and Advancement of Women and the Office of Human Resources Management, resulting in a workplan to undertake a series of road shows to departments and offices with a view to advocating and raising staff awareness of flexible work arrangements, work-life balance and positive work environment. Given that those arrangements were concluded in the fourth quarter of biennium 2008-2009, the initiative is ongoing in 2010.

Subprogramme 4
Medical services

(a) *Increased awareness of staff regarding health issues*

890. The Medical Services Division continued to coordinate the participation of United Nations staff in different fund-raising events such as the HIV/AIDS Walk and the Asthma and Breast Cancer Walk. In the period 4,159 staff participated in the HIV/AIDS walks, training sessions or requested information on hotline. The monitoring of cardiovascular risk factors remained one of the popular ongoing activities. During the period, 4,520 visits to the Division were made for periodic blood pressure measurement and blood lipids tests. The monthly meetings for the Diabetic Club and the Weight Watchers at Work sessions were continued; 5,747 staff contacts were recorded at annual health fairs, while 4,935 staff members were covered by influenza vaccinations. In order to enhance health care for staff at

Headquarters and those returning from field missions, the Medical Services Division included not only physical but mental health care as well.

(b) Improved staff health-care services

891. The Division's clients expressed 94.03 percentage of satisfaction in the Human Resources online survey for the health services provided by the walk-in clinics. The average waiting time for clients visiting the walk-in clinics decreased in average to 7.86 minutes. The Division has significantly increased the number and level of activities aimed at providing support to medical services in hardship and other field locations. In the period, on-sight assessments missions of medical facilities were done at MINUSTAH, UNMIS, MINURCAT, UNAMA, UNAMID, UNMIL and MONUC. Local hospitals in Cameroon and in Santo Domingo were assessed for an alternative medical evacuation centre for MINURCAT and MINUSTAH; hospitals in Dubai were assessed for the North African region. The Division conducted medical and health-care assessment missions to Bhutan, China, the Democratic People's Republic of Korea, the Democratic Republic of the Congo, Banda Aceh, Indonesia, Pakistan, Uganda.

Section 28D
Office of Central Support Services

Highlights of programme results

892. The Office of Central Support Services has effectively implemented a series of improvement initiatives in the delivery of its services, which has led to a higher proportion of both building management services provided within standard turnaround times and cost-efficient travel services offered through successful negotiations with major airline companies.

893. The physical condition of the facility was successfully maintained pending the implementation of the capital master plan with a lower number of infrastructure system malfunctions reported for the period than was targeted.

894. The laissez-passer issuance system is being upgraded to review and enhance its security features along with the redesign of the booklets to include the most current safety and security features such as biochip technology to ensure document integrity and compliance with the standards of the International Civil Aviation Organization.

895. The agenda for the procurement reform has been completed during the biennium with the submission to the General Assembly of reports on procurement governance and on sustainable procurement as requested by the Assembly. Several business seminars were conducted in developing economies and in economies in transition. As a result a larger number of vendors from those countries have registered on the United Nations Global Marketplace and have familiarized themselves with the requirements and procedures of doing business with the United Nations.

896. Records of all offices affected by the capital master plan were successfully disposed or transferred to the Archives and Records Management Section in preparation for their move to swing spaces. A toolkit on information sensitivity was finalized along with a toolkit for peacekeeping operations aimed at fostering the

implementation of good records management to assist offices in implementing and complying with the provisions of the Secretary-General's bulletin on information sensitivity, classification and handling (ST/SGB/2007/6).

897. Following the establishment of the Office of Information and Communications Technology pursuant to General Assembly resolution 63/262, in February 2009, a Project Management Framework has been formulated and communicated to all departments, establishing a more rigorous review of ICT investment proposals. A dedicated Project Management Office has also been created to facilitate the review. Three working groups — on knowledge management, resource management and infrastructure management — have been set up as part of the new ICT Governance Structure and will also be reviewing the proposals relating to the three strategic programmes of the new ICT Strategy.

898. The ICT services for movement of staff to capital master plan swing spaces were provided efficiently, thereby avoiding the loss of productivity normally associated with such large moves. A new secondary data centre was also commissioned and critical applications migrated to this new data centre to mitigate risks of disruptions to ICT services during the migration of the primary data centre.

899. A number of major upgrades of ICT infrastructure were implemented to benefit the ICT user community. Significant capacity upgrades were implemented for Internet bandwidth, Wi-Fi connectivity, metropolitan area (New York City) connectivity among buildings, Wide Area Network connectivity with offices away from Headquarters, and so forth. Numerous physical servers in the data centre were also replaced by virtual servers to reduce costs and improve performance and business continuity. Several new applications were also developed and implemented to meet the pressing needs of users, including a major enhancement of IMIS to support the new human resources contractual reforms. "Mobile office" was designed and implemented to provide remote access and telecommuting capabilities for both regular and crisis situations. New tools were deployed to support collaboration and information sharing.

Challenges and lessons learned

900. The Secretariat complex is under renovation by the capital master plan. A review of facilities and commercial service operations and building maintenance programme will be necessary in the coming years to thoroughly prepare for the post-capital master plan operations and fully integrate new technologies.

901. As a result of the economic downturn, airlines have significantly reduced the discounts offered previously.

902. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 28D)).

Executive direction and management

(a) *Programme of work is effectively managed*

903. The Office of Central Support Services has effectively achieved its goals towards timely recruitment of staff and resource utilization. This indicates that the programme was effectively managed within its given resources during the biennium

2008-2009. A total of 99.8 per cent of the programme's allotted budget was spent during the biennium.

(b) Timely recruitment and placement of staff

904. On 31 December 2009, the average period for the selection of posts in Galaxy was 216 days compared to the set target of 120 days.

(c) Improved geographical representation and gender balance of staff

905. The Office has improved the geographical representation from 18 per cent in the previous biennium to 33.3 per cent during the biennium 2008-2009, thereby meeting the Human Resources Action Plan targets of 20 per cent. With regard to gender balance, the Office has increased the representation of women from a baseline of 28.5 per cent at the end of 2007 to 76.5 per cent at the end of 2009, therefore meeting the Human Resources Action Plan target of 50 per cent.

(d) Increased timeliness of submission of documentation

906. During the biennium, the Office has submitted on time the report on procurement reform and its two addenda on governance and sustainable procurement.

Subprogramme 1
Information and communications technology services[20]

(a) Improved alignment of information and communications technology initiatives with the Organization's operational objectives

907. All of the major initiatives of Information Technology Services Division/Office of Information and Communications Technology are directly related to the ICT Strategy. For non-Office of Information and Communications Technology ICT initiatives also, the Project Review Committee reviews the high-level business cases that show the alignment of a specific initiative with the ICT Strategy. With the establishment of the Office of Information and Communications Technology in February 2009, a Project Management Framework has been formulated and communicated to all departments, establishing a more rigorous review of ICT investment proposals. A dedicated Project Management Office has also been created to facilitate the review. Three working groups — on knowledge management, resource management and infrastructure management — that have been set up as part of the new ICT Governance Structure will also be reviewing the proposals relating to the three strategic programmes of the new Strategy.

(b) Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes

908. Procurement processes can be speeded up and more tightly integrated and responsive to the unique needs of ICT if there are adequate resources in both the procurement function and the substantive function. This was shown by the procurements related to the enterprise resource planning project which proceeded in

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[20] Effective 7 July 2008, the authority over ICT matters was exercised by the Chief Information Technology Officer and consequently the Information Technology Services Division fell under the purview of the Chief Information Technology Officer.

a timely manner because dedicated resources were assigned within the enterprise resource planning project and in the Procurement Division. Other ICT acquisitions were not as timely, owing primarily to the inadequacy of resources in both the Information Technology Services Division and the Procurement Division. During the biennium, implementation of several projects in United Nations Headquarters have been more challenging than in the past owing to the pressure to deal with the large-scale moves related to the capital master plan and the need to plan and execute the migration of two major data centres to new facilities.

(c) *Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services*

909. The volume and variety of ICT services continued to increase with nearly the same inputs of labour and equipment, demonstrating the underlying gains in efficiency. Effectiveness is more difficult to objectively measure, although no major disruptions in service have taken place, despite the constraints imposed by the poor state of the data centres. Furthermore, unplanned downtime of applications has been negligible. Quality support has been provided for numerous applications and systems, notably security systems in multiple buildings, leave request and CarLog systems, the Financial Disclosure System, the e-PAS application as well as registration system, the Global Contact Directory, the e-Commerce website of UNPA, the Finance help desk for IMIS, e-mail archiving solutions, the Board of Auditors Registry, host country reporting, the Human Resources Handbook, BlackBerry automatic failover and upgrades to complex storage systems.

(d) *Increased responsiveness in closing operational gaps*

910. Numerous improvements have been implemented by all the service providers within the Information Technology Services Division/Office of Information and Communications Technology, most of which have benefited a large number of customers. On the infrastructure side, significant capacity upgrades were implemented for Internet bandwidth, Wi-Fi connectivity, metropolitan area (New York City) connectivity among buildings, Wide Area Network connectivity with offices away from Headquarters and firewalls. On the application side, the Notes Infrastructure was upgraded, and several new solutions were developed and deployed such as the Senior Managers' Absence Management system, Suggestion Box, First Class Travel exception management, iCall for telephone billing and mobile office for remote access. Numerous systems were migrated to virtual servers, improving their performance, reliability and business continuity readiness. Two rounds of "Fast Forward" quick win initiatives were also launched and deployed.

(a) *Improved information management capability of the Organization, enabling an integrated and collaborative approach to store, search, and retrieve information in all media formats*

911. As noted in the strategic framework, the introduction of Enterprise Content Management was contingent on the receipt of necessary approvals and funding, which were received only in the end of December 2008. Notwithstanding the limited funding, an Enterprise Content Management Group Framework has been designed and is being reviewed by the newly formed Knowledge Management Working Group. On the basis of detailed consultations and collaboration with several departments, a detailed enterprise content management road map and a global

deployment architecture have also been developed. A search and portals integration strategy has also been prepared. All these are important prerequisites for a good Enterprise Content Management implementation. Rolling out Enterprise Content Management, however, is a complex project that has been handicapped by financial resource constraints.

(b) *Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making*

912. IMIS has been enhanced in several areas such as payment requests, notification service and travel requests, with the focus on reducing duplicate data entry and enhancing information sharing across systems. Several new "web services" have been created to facilitate the sharing of IMIS data in real-time by other systems, thereby reducing duplication and improving the quality of information created and managed through different systems. The enhancements created for the implementation of the new human resources contractual reforms (called JY09), and the automated scripts created for processing numerous performance appraisals resulted in significant savings in human effort. Similarly, a modern web-based reporting system — Web Integrated Reporting (WIRe) — was extended to 3 offices away from Headquarters (the United Nations Office at Vienna, ECLAC and ESCWA) and empowers end-users by providing them advanced ad hoc query capabilities and automated alerts.

(c) *Improved support to substantive programmes in meeting the development goals of the Organization*

913. There is a widespread demand for Content Management solutions, including both document management and web content management for the substantive programmes. Similarly, collaboration tools are also in great demand. Quickplaces, Xythos and eRoom continue to be deployed to support basic content management solutions with some collaboration capabilities. Chat and Instant Messaging have also been implemented to facilitate collaboration among communities of practice. Open source web content management and tools like Wikis have also been provided for gathering and disseminating substantive information. Several solutions have been provided using different technologies to support substantive programmes such as the system for the Counter-Terrorism Committee Executive Directorate, the OIOS Manual on Procedures, Case Management (Prodagio), upgraded Google search capability, improved query capability for ODS, and iSeek (including greater reliability and broader access).

Subprogramme 2
Other support services

(a) *Maintenance of the physical condition of the facility pending implementation of the capital master plan*

914. Infrastructure system malfunctions were lower than had been anticipated based on the condition of the facility with a reported number of 42 compared to a target of 55 or less. This result is an indication that the complex was effectively maintained, especially its elevator banks, which had been a source of service disruption in the previous period. However, the acceleration in the number of malfunctions in the

second part of the biennium is a strong indication that systems, particularly plumbing systems, are reaching their breaking point.

(b) *Improved efficiency of facility services*

915. Despite the ageing of the building, staffing growth at United Nations Headquarters and support to the capital master plan, a higher proportion of services, 75 per cent compared to 65.4 per cent, were provided within standard turnaround times during the period. The baseline change from 56.8 per cent to 65.4 per cent is attributable to a slight change in methodology that excludes "paint retouches" from the categories of services, as there were only three work orders recorded for the period. Improvements in help desk procedures and a priority given to services requested by the capital master plan have contributed to the efficient provision of facilities management services.

(c) *Maintenance of efficient and cost-effective travel, visa and transportation services to the Organization at Headquarters*

916. Cost-effective travel services were provided through negotiations with approximately 35 major airlines and cost reduction was achieved by a cost discount of 29 per cent relative to the full cost of official travel implemented. Enhancing and updating the online visa and other related application forms posted in iSeek increased the accuracy of applications and shortened the processing time for the issuance of United Nations travel documents and visa requirements. In 2009, the Section maintained cost reductions of 29 per cent relative to the full cost of official travel implemented. The Section also implemented a new shipment contract with a moving company for the transportation of household goods and personal effects for staff members worldwide and a three-year term contract for photocopy paper made from 100 per cent recycled content (from 30 per cent).

(d) *Improved management of Secretariat recordkeeping*

917. In 2008, the Archives and Records Management Section focused its recordkeeping implementation standards on working with all Secretariat offices in New York to manage their records appropriately in the context of the capital master plan, which involved moving all records and disposing of large volumes of records by shredding or by transferring them to the Section for long- or short-term retention. The Section was successful in its capital master plan programme, and continued to process the large volume of incoming records, analysed lessons learned from the capital master plan and prospectively planned for recordkeeping in the swing space and back in the Secretariat. In 2009, the Section has successfully disposed or transferred to it the records of all offices affected by the capital master plan in 2009. The Section has finalized a toolkit on information sensitivity to assist offices to implement and be compliant with the Secretary-General's bulletin (ST/SGB/2007/6).

(e) *Enhanced level of quality and timeliness in the acquisition of goods and services*

918. During 2008-2009, the Procurement Division has conducted extensive training for procurement staffs in both Headquarters and peacekeeping missions. The training includes fundamental procurement, ethics and best value, among others. The training has improved the quality of the procurement process and is evidenced by a high rate of client satisfaction (97 per cent). The emphasis of the ethics training

and the zero tolerance policy has built a solid foundation based on which procurement professionalism with strong ethics is established. Despite procurement requirements becoming more complex, procurement staffs were able to maintain and improve the processing time from 1.53 to 1.58 per Officer per week.

(f) *Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement*

919. In 2008-2009, 48 business seminars have been conducted in developing countries or countries with economies in transition. The business seminars have been successful in promoting United Nations business opportunities in these countries. Consequently, an increased number of vendors from these countries have been registered. The seminars also give an opportunity for those vendors to familiarize with the requirements and procedures of doing business with the United Nations.

Section 28E
Administration, Geneva

Highlights of programme results

920. The Division of Administration has successfully implemented its programmatic indicators of achievement as evidenced by the individual performance measures which exceed the targets in almost all areas. The feedback received from serviced entities corroborate such performance with a 94 per cent overall satisfaction rate as compared to a target of 93 per cent. Summary of the results are given below by subprogramme. In respect of subprogramme 2, Programme planning, budget and accounts, the results show a significantly higher than targeted reduction in the amount of unliquidated obligations; no deviation between extrabudgetary resources authorized and expenditures; and a higher than targeted reduction in the turnaround time for the issuance of extrabudgetary allotments. Also, the results of the audit reviews attest to the high standard of integrity of financial data. As regards subprogramme 3, Human resources management improvements have been recorded in the level of satisfaction for the services provided to entities, in particular in the area of health-care services. Further efforts should be pursued, however, towards improving staff satisfaction with the administrative services received and their working environment. Under subprogramme 4, Support services, the implementation of a new storage area network, a new network attached storage solution and a new infrastructure for the management of (virtual) servers have resulted in an improved level of centralization of information sources at the duty station with a consequent decrease in the data retrieval time. Private Branch Exchange (PBX) and voice mail upgrades, new backup infrastructure, new remote network access system, new system for central data storage, e-mail antivirus and antispam, Internetwork Operating System network switches and IMIS upgrades were carried out throughout the biennium. The availability of the telecommunications and data network infrastructure during working hours exceeded the expected target with central enterprise applications and access to the Internet available nearly continuously (average of 99.98 per cent availability in 2009). Under subprogramme 4, Other support services, the results show a significant improvement in the level of satisfaction of entities serviced in the area of procurement with a 96.4 rate as compared to a target of 85. Despite the ageing infrastructure of the Palais des

Nations, 100 per cent of the service requests were completed within standard turnaround times against a target of 96.7 per cent. Unfortunately, the deteriorating status of such premises (owing to inadequate resources for maintenance) did not allow the Office to achieve a reduction in the number of infrastructure system malfunctions as targeted.

Challenges and lessons learned

921. The major challenge of the Division continues to lie in sustaining the quality and efficiency of its support to entities it services. These entities have been growing in size over the years without a commensurate increase in the resources of the Division. That notwithstanding, efforts continue to be deployed towards further improvements by introducing new and more efficient ways of delivering the services. The ageing and rapid deterioration of the buildings and facilities at the Palais des Nations pose a challenge to the Division. The current status is attributable significantly to lack of adequate funding for maintenance over the past years. The United Nations Office at Geneva has now launched a long-term project to address the maintenance and preservation of these buildings, which constitute a heritage asset of the Organization with historical and architectural art value. The noteworthy results achieved in the level of satisfaction by clients in the area of procurement indicate the importance of partnership in the process through training and ongoing discussions. A similar pattern will be applied to other services where applicable. In the forthcoming years, the Office shall continue to participate intensely in the Umoja project, which will introduce the new enterprise resource planning system to the Organization, replacing the existing IMIS. The Office will share with Headquarters and offices in other duty stations, the challenge of successfully implementing the project, which will have to be supported by an effective change management.

Output implementation rate

922. The above-cited results are based on the implementation of 100 per cent of three quantifiable outputs.

923. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 28E and Corr.1 and 2)).

Executive direction and management

(a) Improved management performance and delivery of services

924. The actual overall performance of 94 per cent exceeds the target of 93 per cent. Client satisfaction surveys were carried out among the 29 main offices serviced by the Administration. They were requested to evaluate response time, quality, understanding and guidance provided by the various services. The 2008 survey showed an overall satisfaction rate of 93.3 per cent, while the results for the 2009 exercise is 94.6 per cent. This result reflects the efforts deployed by the Division to improve its support to clients through enhanced performance management.

(b) Enhanced cooperation with other organizations of the United Nations common system at Geneva

925. The actual performance of 14 activities exceeds the target of 12. In addition to the 10 areas where a common approach was developed during past bienniums (airline negotiations, electricity supply, office supplies, heating oil, mail services, travel agency services, insurance policies, toner and ink cartridges, volume purchase agreements and paper supply), joint efforts resulted in the signature of contracts for four new activities in 2008-2009, namely, paper supply, reproduction machines, copying services, fixed-line voice communication and mobile voice and data communication. The actual performance reflects the efforts made towards enhancing cooperation with the other organizations.

(c) System of internal justice that is consistent and in conformity with the human resources policies and rules of the Organization

926. The reporting period for 2009 covers up to 30 June 2009. As from 1 July 2009, a new system of administration of justice was put in place that is no longer under this programme. The performance shows that the average duration of appeals has been reduced to 240 days as compared to the target of 360 days.

Subprogramme 2
Programme planning, budget and accounts

(a) Improved monitoring and control of the programme budget and extrabudgetary resources

927. The actual performance of only 3.1 per cent (preliminary data as at 14 January 2010 — accounts not closed yet) for unliquidated obligations improves on the target of 6 per cent. In addition, there is no variance between 2008-2009 extrabudgetary allotments and expenditures as per relevant IMIS expenditure reports. These results reflect the efforts made towards improving the monitoring of unliquidated obligations to ensure prompt liquidation where warranted as well as the monitoring of expenditures versus authorized resources.

(b) Improved client services

928. The actual performance of 1.5 working days exceeds the target by 0.5 day. This reflects the efforts made towards improving the turnaround time for the issuance of extrabudgetary allotments. Based on survey results from clients who rate the quality of services at least "good" or "very good", the actual satisfaction rate for the subprogramme is 97.9 per cent, which exceeds the target of 95 per cent. Such results reflect a significant improvement of services provided to clients.

(c) Improved integrity of financial data

929. As of the reporting date, the results cover interim audits during the biennium and are in line with the target, which attest to the high standard of integrity of financial data. Full assessment may only be done after review of the audit statement from the Board of Auditors for the biennium, to be made available after completion of the audit work.

(d) *Effective treasury services*

930. The direct Society for Worldwide Interbank Financial Telecommunication (SWIFT) transaction performance indicator as presented may not currently apply to the United Nations Office at Geneva. In fact, the implementation of payments through SWIFT was put on hold (after implementing phase I) owing to technical and financial constraints. The full implementation of the SWIFT system in the United Nations Office at Geneva might be pursued after Umoja is implemented, provided that the Treasury module is integrated. In light of the foregoing, the indicator of performance should be revised to read "percentage of straight through payments in compliance with SWIFT". The actual percentage realized for 2008-2009 is 99.6 per cent.

(e) *Timely and accurate financial transactions*

931. The targets were fully met with 95 per cent of payments processed and transactions recorded within 30 days, and 100 per cent of bank accounts' reconciliation completed within 30 days after month's end. Results attest to the timely and accuracy of financial transactions processed.

Subprogramme 3
Human resources management

(a) *Improved services support and advice provided to staff and United Nations entities serviced by the United Nations Office at Geneva*

932. The percentage of staff serviced at the United Nations Office at Geneva expressing satisfaction with administrative services received shows an actual performance of 61.7 per cent lower than the target of 90 per cent. The survey was carried out in 2009. Staff serviced at the United Nations Office at Geneva were requested whether the information regarding administrative services was accessible and they were satisfied with the use of those services. As regards the percentage of United Nations entities serviced by the United Nations Office at Geneva expressing satisfaction with support and advice provided, the actual satisfaction rate of 91.4 per cent exceeds the target of 90 per cent. A client satisfaction survey was carried out among the 29 main offices serviced by the Administration. This result reflects the efforts deployed by the Service to improve its support to United Nations entities.

(b) *Improved versatility of staff*

933. The mobility index is one of the key management indicators monitored as part of the Human Resources Action Plan. The actual performance of 18.6 per cent for the biennium (based on average of 2008 and 2009 results) exceeds the target of 15 per cent. As regards the average number of training and other staff development activities per staff member, there is currently no mechanism to track the number of individual training and staff development activities per staff member, or to analyse/track completion of learning goals. As part of the survey of staff with satisfaction of administrative services received, staff was also surveyed as to the number of training days undertaken in 2009. This training showed that the average staff had 2.3 training days in 2009.

(c) *Improved working environment*

934. Staffs serviced at the United Nations Office at Geneva were surveyed in 2009 on their satisfaction with their working environment. The survey showed an actual performance of 60.7 per cent, which is lower than the target of 85 per cent.

(d) *Improved staff health-care services*

935. A satisfaction survey was carried out covering entities participating in the United Nations Office at Geneva Medical Service. Results show a satisfaction rate of 100 per cent, which is higher than the target of 98 per cent set for 2008-2009. The results of client satisfaction surveys conducted in 2008-2009 show a satisfaction rate with medical services rendered of 95.3 per cent as compared to the initial target of 90 per cent for 2008-2009. The average waiting time improved, decreasing from 6.64 minutes in 2008 to 6.36 in 2009 (i.e., an average of 6.5 minutes as compared to the 8 minutes initially targeted). Overall results reflect a significant improvement in staff health-care services provided owing to a streamlined service structure and administrative processes and enhanced coordination between the parties involved.

Subprogramme 4
Support services

Information and communications technology services

(a) *Improved alignment of information and communications technology initiatives with the Organization's operational objectives*

936. In 2008, the Information and Communications Technology Service developed its own strategy in alignment with the Secretariat-wide strategy; subsequently an implementation plan (Information and Communications Technology Service Tactical Plan) was developed. All planned initiatives for the biennium 2008-2009 fulfil the criteria of alignment with the operational goals of the Organization. It should be noted that the Tactical Plan covers the full biennium. The Information and Communications Technology Service ICT Strategy and the Tactical Plan have been pivotal touchstones and guidance references in the Service's efforts to improve service delivery to client entities, establish the Service as a system-wide provider of ICT solutions and continuously improve the maturity of its internal management.

(b) *Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes*

937. The actual performance of 80 per cent is fully in line with the target set for the biennium. Major acquisitions and subsequent implementations, including Private Branch Exchange (PBX) and voice mail upgrades, new backup infrastructure, new remote network access system, new system for central data storage, e-mail antivirus and antispam, Internetwork Operating System network switches and IMIS upgrades were carried out throughout the biennium.

(c) *Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services*

938. The availability of the telecommunications and data network infrastructure exceeded the expected target during working hours, whereby central enterprise

applications and access to the Internet were available nearly continuously (average of 99.98 per cent availability in 2009).

(d) *Increased responsiveness in closing operational gaps*

939. Early in 2008, the Information and Communications Technology Service implemented a new Information Technology Infrastructure Library — compliant Change Management Process, which led to the processing of improvement actions either at the request of clients or as driven by technology. In 2008-2009, 210 requests for changes were submitted, of which 173 have been closed. The Service managed to implement successfully 81 per cent of the requests for changes. The bulk of those related to the network, messaging, desktop applications, telephony, the Internet and data storage services.

(a) *Improved information management capability of the Organization, enabling an integrated and collaborative approach to store, search and retrieve information in all media formats*

940. A new network attached storage solution and a new infrastructure for the management of (virtual) servers have all resulted in an improved level of centralization of information sources within the duty station. This has in return decreased the retrieval time of data. As at the end of 2009, the achievement of that accomplishment well exceeded expectations for the reporting period. This is related to the fact that the Service managed to benefit from an overall decrease of prices at the moment of procurement of the new system, which in return allowed the Service to provide its clients with a higher capacity than was originally anticipated.

(b) *Improved support to substantive programmes in meeting the development goals of the Organization*

941. The Information and Communications Technology Service successfully implemented its target of 10 systems to provide support to substantive programmes. Solutions included projects for the United Nations Office on Drugs and Crime, UNHCR and ITC where the Service's contributions enabled those entities to improve the presentation and visualization of substantive data to the public via their respective websites, thus enabling better review and analysis of the data. A solution was delivered for ITC providing a set of substantive software developed by the Service and provisioned by ITC to stakeholder banks of developing countries to assist in the process of risk assessment for small and medium enterprises. LoanCom is an expert system which enables bank staff to survey loan applicants from SMEs for financial risk. Additional projects supported by the Service include providing an interactive multimedia resource of the United Nations Office at Geneva Annual Report, an inter-agency calendar for reporting of conference events and a contacts database for managing liaison activities, a Bern Card management system, as well as a telepresence facility to support the fifteenth session of the Conference of the Parties to the Climate Change Convention. These solutions contributed to increased information-sharing and provided enhanced means of collaboration and cooperation.

Other support services

(a) Efficient maintenance of the physical conditions of the facility

942. The performance of 29 infrastructure malfunctions is not as good as the targeted number of 13. The physical condition of the facilities deteriorated in 2009 owing to an increased number of infrastructure system malfunctions. Storm water flooding through the roof caused three malfunctions; one was attributed to plumbing failure and 25 were the result of the obsolescence of some lifts and the delays in obtaining spare parts for repairs.

(b) Improved efficiency of facility services

943. Improved efficiency of facility services by increased proportion of service request completed within standard turnaround times indicates the successful attainment of the agreed target. Notwithstanding the challenges of the ageing infrastructure, targets were met, contributing to an overall client satisfaction of 100 per cent for facilities services provided in 2008-2009.

(c) Maintenance of efficient and cost-effective travel, visa and transportation services

944. The percentage of savings achieved as a result of negotiations with airlines for tickets in business class and for economy-class tickets continues to be substantial. A total of 30 agreements have been signed with carriers. A total of 11 negotiated airline contracts have been established with airlines in 2009. As a result, the overall provisional cost savings/avoidance for 2008-2009 for all ticket types is 17 per cent.

(d) Enhanced level of quality and timeliness in the acquisition of goods and services

945. The preliminary client satisfaction survey rating is above the target of 85 per cent, resulting in an average rate of 96.4 per cent. The improvement to procurement services can be attributed to changes in training, coaching and the provision of information on the procurement process. The level of client satisfaction with services rendered by the Joint Purchase Service increased and the target of 70 per cent was fully met. The procurement processing time has also been reduced and the target of two days has been met reflecting great efforts put in place to establish long-term contracts to reduce procurement lead times.

Section 28F
Administration, Vienna

Highlights of programme results

946. The Financial Resources Management Services made efforts to contain general purpose and support costs during the financial crisis of 2009. Those efforts were highly commended by the Advisory Committee on Administrative and Budgetary Questions in its recent report on the consolidated budget of the United Nations Office on Drugs and Crime for maintaining the viability of the Office's funds. Other notable accomplishments included the continuous effort to harmonize the accounting standards across the United Nations Office on Drugs and Crime funds in preparation for IPSAS implementation; organizing a pilot seminar on fraud prevention awareness; and planning and leading the yearly financial management training courses for the field offices. The Human Resources Management Service

facilitated a crucial contractual agreement reform and the harmonization of staff contracts in July 2009, improved compliance with mandatory training courses and expanded career support services including online SkillPort courses (an e-learning training tool). The Service co-hosted, with OECD, UNIDO and IAEA, a United Nations system-wide international meeting, the annual Career Development Round Table, with 150 participants. The Information Technology Service has taken the number one spot in both the 2008 and 2009 Secretariat-wide ICT user satisfaction survey. The Information Technology Service expanded the ICT services provided to Member States with regard to drugs and crime, with the Government Office Anti-Money-Laundering (goAML) and the Government Office investigative Case Management (goCASE) software tools (goaml.unodc.org, gocase.unodc.org), and the ICT and data centre model for Government agencies (goIDM) (goidm.unodc.org). The General Support Section organized an all-day specialists conference in the Vienna International Centre on World Environment Day. The Secretary-General's "Cool UN" reduction in air conditioning was implemented successfully, leading to a noticeable reduction in our carbon footprint and increased savings. The Procurement Section has continued and extended the support provided to the field, including training in the United Nations procurement procedures, as a means of achieving timely objectives and ensuring donor contributions.

Challenges and lessons learned

947. Efforts are being made to improve the quality of administrative services, enhance streamlining of administrative processes, make additional cost savings, and move towards greening the United Nations.

Output implementation rate

948. The above-cited results are based on the implementation of 100 per cent of three quantifiable outputs.

949. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 28F)).

Executive direction and management

(a) Programme of work is effectively managed

950. The Financial Resources Management Services took proactive efforts to contain general-purpose costs and its prudent approach in the management of programme support cost funds during the financial crisis of 2009. The Human Resources Management Service facilitated a contractual agreement reform and harmonization of staff contracts in July 2009. The Information Technology Service reached the number one spot in both the 2008 and 2009 Secretariat-wide ICT user-satisfaction survey. The Information Technology Service expanded the ICT services it provided to Member States concerning drugs and crime. The Secretary-General's "Cool UN" reduction in air conditioning was implemented successfully, leading to a noticeable reduction in the carbon footprint and savings. The Procurement Section has continued and extended the support provided to the field, while at the same time stressing the need for training in the United Nations procurement procedures, as a means of achieving timely objectives and ensuring donor contributions.

(b) *A system of internal justice that is consistent and in conformity with the human resources policies and rules of the Organization*

951. The Vienna Joint Appeals Board and Joint Disciplinary Committee remained in place until 1 July 2009 and was served by a secretariat comprised of a Vienna-based administrative assistant and a Geneva-based secretary. For the period from 1 January 2009 to 1 July 2009, there were no cases pending with the Joint Disciplinary Committee; the Joint Appeals Board dealt with one suspension of action and three appeals were filed. During the first half of 2009, several meetings were conducted with the Board and the Committee to keep the members fully abreast as well as to brief them on the elements of the new system of administration of justice. The Administration assisted closely in arranging the set-up of the regional Ombudsman's office in Vienna.

(c) *Timely recruitment and placement of staff*

952. Effective 31 December 2009, the average number of days a Professional post remained vacant in the United Nations Office on Drugs and Crime was 113. According to the Human Resources Action Plan target of 120 days for filling vacant posts, the performance of the Office falls below the acceptable range.

(d) *Improved geographical representation and gender balance of staff*

953. The Office has continued using all possible outreach mechanisms to attract potential applicants from unrepresented and underrepresented Member States as well as female applicants working outside the United Nations common system. Of the 33 new staff appointed or transferred at the Professional level and above in 2009, five were from underrepresented Member States (all extrabudgetary posts). According to the Human Resources Action Plan performance indicator, the percentage of women in the Professional level and above on appointment of one year or longer stood at 51 per cent on 31 October 2009. Of the 33 new staff members appointed or transferred to UNODC in 2009, 11, 29 per cent, were women.

(e) *Integrated and coordinated approach to financial controls, human resource systems, supply chain management, reporting and consolidated decision-making*

954. Workflow applications were developed and used to continuously improve efficiency. Weekly meetings of the Division for Management were held, which all administration managers attended in order to be aware of the developments/projects in the other areas, and information technology-related needs, such as workflow 231 applications, which are implemented by the Information Technology Service team leaders who meet weekly and manage the implementation of the requests from the weekly meeting of the Division.

Subprogramme 2
Programme planning, budget and accounts

(a) *Improved monitoring and control of the programme budget and extrabudgetary resources*

955. Particularly worthy of mention are the proactive efforts of the Financial Resources Management Services to contain general-purpose costs and its prudent approach in the management of programme support cost funds during the financial

crisis of 2009. Those efforts were highly commended by the Advisory Committee on Administrative and Budgetary Questions in its recent report on the United Nations Office on Drugs and Crime consolidated budget for maintaining the viability of the Office's funds. Other notable accomplishments include the continuous effort to harmonize the accounting standards across the drugs and crime funds in preparation for IPSAS implementation; strengthening performance of the field office execution modality; facilitating the review and reconciliation of thousands of records; increasing the level of support to the field offices through the reorganization of the Accounts Section.

(b) *Improved client services*

956. The target of reducing the turnaround time for issuance of extrabudgetary allotments was met. A client survey has been conducted in December 2009. Timeliness was one of the topics in the survey.

(c) *Improved integrity of financial data*

957. There were no significant adverse audit findings on financial statements or related to other financial matters.

(d) *Timely and accurate financial transactions*

958. Payment and transactions with all appropriate documents were processed and recorded in a timely fashion during the biennium.

Subprogramme 3
Human resources management

(a) *Improved services, support and advice provided to staff and United Nations entities serviced by the United Nations Office at Vienna*

959. In October 2009, Human Resources Management Services staff undertook a telephone survey of a cross-section of 29 clients in order to obtain direct feedback relevant to the Service's staff team-building event. Major findings were that clients continued to appreciate the services provided, but recognized that the services were overextended and were unable to respond as quickly as would be desired, especially from the standpoint of operations in the field.

(b) *Improved versatility of staff*

960. On average, staff members completed five training activities. In addition, the Staff Development Unit provided training opportunities to a broader audience, in particular for the language programme in which members of Permanent Missions and other Vienna-based organizations participated. All courses were evaluated and the feedback was taken into consideration for improvements.

(c) *Improved working environment*

961. The United Nations Office at Vienna/United Nations Office on Drugs and Crime flextime arrangements have been studied by Headquarters as an example of best practice and, indeed, the various measures that range from flexible working hours to telecommuting will be utilized by staff. Virtually all of staff benefits from flextime arrangements as they are built into the identification/sign-in system.

Additionally, the use of telecommuting is on the rise — for occasional use, and for more extended use under certain circumstances.

Subprogramme 4
Support services

Information and communications technology services

(a) *Improved alignment of information and communications technology initiatives with the Organization's operational objectives*

962. The proportion of ICT initiatives that can be traced back to the ICT Strategy has been steadily increasing from 10 in 2006-2007 to 25 in 2008-2009. That progress related more to the central activities and the revitalization of the ICT Strategy. As a result the vast majority, which represents 90 per cent of new primary ICT initiatives, can be traced directly to the Strategy. The Information Technology Service implemented a concerted effort to ensure that an increased proportion, from 70 in 2006-2007 to 75 in 2008-2009, of ICT investments met or exceeded predefined benefits. The establishment of a dedicated Quality Assurance Team was undertaken and the benefits resulting from that step are becoming rapidly apparent through the release of more appropriate and stable software.

(b) *Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes*

963. In the area of improved timeliness and effectiveness of ICT acquisition (delivery within three weeks of order) and implementation, a marked improvement (50 per cent) has taken place during the biennium. Historically, several reviews of major ICT projects have commented on the issue of acquisition delays. However, increased and dedicated staffing combined with new and enhanced systems and the wider use of long-term systems contracts, has led to a marked increased (three weeks to deliver instead of waiting for bids' results that may take up to six months) in the proportion of systems and services meeting the targeted deliverables. Currently field offices as well as United Nations Office on Drugs and Crime headquarters and the United Nations Office at Vienna use the same systems contract to acquire equipment. Delivery of preconfigured equipment is within three weeks.

(c) *Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services*

964. The number of services — Internet, e-mail, file shares, applications development and databases (five major services) — meeting expected service levels has been high, 99 per cent, owing to the provision of efficient and effective systems concentrating on business continuity and making systems as redundant as possible. Reliable systems boosted staff efficiency and productivity. There was no lost or idle time owing to the unavailability of systems.

(d) *Increased responsiveness in closing operational gaps*

965. The Core Services Unit has been very active in implementing frequent enhancements such as new Helpdesk application, new items added to the morning checklist (at least one new item added monthly), including automatic notifications. Staff is being continually trained to provide the best services to close the operational

gap as much as possible. Higher skilled staff responded much more rapidly and therefore closed the operational gaps.

(a) *Improved information management capability of the Organization, enabling an integrated and collaborative approach to store, search, and retrieve information in all media formats*

966. The major tool, the Programme and Financial Information (ProFi) system, was related to decreasing time to search, retrieve and file electronic information. Development has continued with a new Web-based ProFi Business Intelligence reporting platform, which was launched in April 2009, resulting in easier, more targeted search functions and capabilities. Web Reports are used extensively; a survey of ProFi resulted in 89 per cent of respondents ranking ProFi as excellent or good; and a new portal has recently been launched targeting specifically the services provided by the United Nations Office at Vienna.

(b) *Improved support to substantive programmes in meeting the development goals of the Organization*

967. The Information Technology Service has embarked on the development of a series of new substantive systems, goAML and goCASE, to support countries in fighting money-laundering and help them in the management of corruption case investigations. These products are now available as part of the substantive programmes of the United Nations Office on Drugs and Crime and are a critical component of the Service's new level of support to the substantive programmes. The goAML system is being used as the standard anti-money-laundering solution in Bermuda, Namibia, Nigeria and the United Republic of Tanzania, as well as in Kosovo. The Governments of Iraq and Nigeria are using goCASE as their standard case management and investigation platform for anti-corruption efforts. Both systems are making steady progress to comply with the global standards in their respective area of application.

Other support services

(a) *Maintenance of efficient and cost-effective travel, visa and transportation services*

968. At the end of December 2009, based on actual statistics, €8,677,934 of the authorized costs, minus €8,436,075 actual costs generated accumulated savings of €241,859, or 3 per cent, during 24 months. The margin between actual cost and authorized cost has been gradually diminishing during the past years owing to the fact that special budget or reduced fares are used at all times in the United Nations Office at Vienna. The set target for processing time of requests within two days has been fully met.

(b) *Improved management of recordkeeping of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime*

969. The efforts towards a paperless office show steady progress. The paper consumption in the United Nations Office at Vienna/United Nations Office on Drugs and Crime in the years 2007, 2008 and in 2009 was on average 20 per cent below the paper consumption in 2006.

(c) *Enhanced level of quality and timeliness in the acquisition of goods and services*

970. There has been a significant increase in the professional delivery of efficient, effective procurement advice and support to the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in Vienna as well as in field offices. Changes appearing in the Procurement Manual Revision of 5 June 2008 have been implemented, significantly improving the Section's adherence to procurement processes, and contributing to minimizing risks. Creation of website portals for procurement provides useful information for staff as well as the interested public. Internal dissemination of relevant procurement information improves in-house understanding of the procurement processes. Improved common procurement cooperation with other agencies at the Vienna International Centre has enabled agencies to profit from economies of scale.

Section 28G
Administration, Nairobi

Highlights of programme results

971. During the reporting period, automated systems were introduced, which greatly increased the efficiency in the provision of payments and services such as: notification of payments that require disbursement after approval; e-shuttle system for shuttle services; videoconference invoicing, which improved the cost recovery process; online delivery of all payments; online workflow for processing of monthly residential security allowance; and online staff clearance, which enabled payroll to check and clear outstanding receivables at the time of separation.

972. The Accounts Section continued to improve its services in order to effectively serve and fulfil client's needs. The percentage of payments processed and transactions recorded within 30 days or less of the receipt of all appropriate documents was at 93 per cent as at 31 December 2009.

973. The Human Resources Outreach Day provided a great opportunity for staff members of all organizations to learn about the services provided, and the positive feedback received through comments suggested that this was the right approach to customers and that it created a better working environment with clients. The employee-of-the-month award was introduced and the staff expressed their satisfaction and happiness with that initiative.

974. The total of 4,353 facilities-related malfunctions for the full 24 months of the biennium 2008-2009 was well below the target of 4,500 malfunctions for the period, and is in fact 97 per cent of the total two-year target, and means that the United Nations Office at Nairobi had 3 per cent less malfunctions than expected during the two-year period.

975. IMIS access to outpost offices improved, increasing the effective financial and statistical reporting facilities. Remote access and availability of services were increased, along with videoconferencing capacity to handle up to three videoconferences simultaneously. All telephone services are now available 99.99 per cent of the time. The Information and Communications Technology Service is 100 per cent aligned to the Secretary-General's ICT strategy. New servers with higher capacity were installed, which allowed the Service to relax several limitations that were imposed on Internet traffic.

Challenges and lessons learned

976. The United Nations Office at Nairobi has focused significantly on upgrading the electrical and water piping infrastructure. This is still a major weakness on the compound and is the cause for a number of the ongoing malfunctions. The Procurement Services continue to be overwhelmed and have been unable to cope with the diverse, highly technical equipment-sourcing needs of information and communications technologies. That in turn has resulted in extended delays in service deliveries. Greater use of the Internet has completely overwhelmed the connectivity capacity in relation to the available funding. The United Nations information technology service provision lacks a more prominent research capacity; it should therefore seek to outsource more. The demand for applications development and automation has been overwhelming, in particular from the Administrative Services.

Output implementation rate

977. The above-cited results are based on the implementation of 100 per cent of six quantifiable outputs.

978. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 28G)).

Executive direction and management

(a) *Improved management performance through adoption of new/improved policies and procedures, methods, tools and techniques for the key management and service functions of the Division of Administrative Services*

979. The automated systems were introduced for normal travel claims, lump-sum travel claims, processing of education grant claims, and processing of inter-office vouchers. These are completed online, thereby greatly reducing the exchange of paperwork and processing time. The automated systems were continuously monitored and improved to further reduce processing time. Scanned copies of original documentation and approval and authorization done online have further reduced hard-copy exchange.

(b) *Improved business processes in terms of efficiency and productivity*

980. Four principal service level agreements with core clients are maintained, with one per Administrative Service. There are seven actual agreements for service provision to other United Nations agencies in Nairobi under the common services banner. Agencies sign up for those that they require, although some are mandatory; in addition, there are agreements for service provision for safety and security and a common agreement for provision of travel services, which is optional. These provided better rates for all the agencies because of the increased purchasing power. Closer cooperation with clients has enabled performance and service improvement. New agencies have signed service level agreements with the United Nations Office at Nairobi indicating confidence in the services provided. Clients have been increasingly kept informed of the progress of their work and any arising new developments.

(c) *A system of internal justice that is consistent and in conformity with the human resources policies and rules of the Organization*

981. Seven cases were finalized as at 31 December 2008. The Office of the Administration of Justice was moved to section 1 in 2009.

Subprogramme 2
Programme planning, budget and accounts

(a) *Improved monitoring and control of the programme budget and extrabudgetary resources*

982. The target is to achieve a reduction of the unliquidated obligations as a percentage of final appropriation at the end of the biennium, but as at 31 December 2008, the figure was still high as it captured unliquidated obligations from section 32 which included activities funded on a multi-year period, for example, security-related installations. As a result, the percentage difference between extrabudgetary allotments and expenditures was substantial on 31 December 2008 since it was the first year of the biennium. By the end of the biennium, expenditures were maintained at budgeted levels despite an increase in volumes serviced, owing to regular and continuing review of unliquidated obligations.

(b) *Improved client services*

983. The target of reducing the turnaround time for the issuance of extrabudgetary allotments was met and was achieved with a two-day turnaround time, which is in line with the Budget Section service level agreement. At the time of reporting, the client survey was currently in progress and responses were still being received. Among the parameters being surveyed is the timeliness of services.

(c) *Improved integrity of financial data*

984. There were no significant adverse audit findings related to other financial matters in the 2008 audit. The 2009 audit is scheduled for May 2010.

(d) *Timely and accurate financial transactions*

985. The Accounts Section continues to improve its services in order to effectively serve its clients. The percentage of payments that are processed and transactions recorded within 30 days or less of the receipt of all appropriate documents stands at 93 per cent as at 31 December 2009. For the period January to September 2008, 100 per cent of reconciliation of bank accounts was achieved within two weeks after the closure of month. Starting in October 2008, major problems were experienced with the Communication Technology Service used for bank reconciliation, hence the overall percentage at the end of 2008 was 83 per cent. The percentage of electronic disbursements, including those through the Society for Worldwide Interbank Financial Telecommunication (SWIFT), increased.

Subprogramme 3
Human resources management

(a) *Improved services support and advice provided to staff and United Nations entities serviced by the United Nations Office at Nairobi*

986. The Human Resources Outreach Day provided a great opportunity for staff members of all organizations to learn about the services provided by the Human Resources Unit. The positive feedback received through comments suggested that this was the right approach to customers and that it created a better working environment with clients. The Habari Newsletter provided a better communication tool and outreach to all staff members. The Administrative Managers meeting held in 2009 provided a great opportunity for offices away from Headquarters to learn of the services provided by Human Resources Management Service.

(b) *Improved versatility of staff*

987. Trainings delivered on the subject of mobility increased staff understanding of the value of switching career paths. Initiatives such as managed reassignment programmes had a positive impact on numbers, resulting in the achievement of the 20 per cent target of the Human Resources Action Plan. Career development courses were conducted for staff members and were well received with the result that there has been continuous demand for the courses.

(c) *Improved working environment*

988. Staff expressed their satisfaction with the working environment through teamwork activities, town hall meetings and the Human Resources Day, which was held for the first time in 2008. The employee-of-the-month award was introduced and the staff expressed their satisfaction and happiness with that incentive. Also, staff participated in a voting process for their colleagues where 10 awards were given at the end of the year.

(d) *Improved staff health-care services*

989. In 2008-2009, clients were happy with the services provided, given the fact that the clinic increased staff and performed better than the target of client service within five minutes. In addition, mass casualty drills were conducted; pandemic response was instituted following WHO guidelines; an HIV service provider (one stop) was reviewed; laboratory results for the past five years were audited; support was provided to the Somalia country team and the United Nations Support Office for AMISOM in response to two bomb blasts; entry medicals were done within five working days; and the Joint Medical Service was cited as an example of best practice for other institutions to follow.

Subprogramme 4
Support services

Information and communications technology services

(a) Improved alignment of information and communications technology initiatives with the Organization's operational objectives

990. Full implementation of the specific programme (Enterprise Resource Management, Enterprise Content Management), Infrastructure Management and Customer Relationship Management is dependent on the action plans of the Chief Information Technology Office. UNEP, UN-Habitat and United Nations Common Services governance structures are yet to synchronize with the Secretariat's global ICT governance. As such, the Information and Communications Technology Service has had to adopt standards, policies and procedures that are not necessarily those of the secretariat. It has developed an implementation strategy specific to Nairobi for which funding is being sought. In addition, the Enterprise Content Management training has been completed and a procurement action for hardware needed for testing environment initiated.

(b) Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes

991. As the acquisition of information technology resources start at the requirement stage, there have been constraints on the timeliness of requirement definition by clients. The Information and Communications Technology Service is working with the clients to ensure that their information technology needs and requirements are articulated in a timely manner. It succeeded in ensuring that most requirements were defined in a timely manner notwithstanding the urgent services that the Service must provide for emergency operations and unplanned requirements from other United Nations system agencies specifically those related to peacekeeping (United Nations Support Office for AMISOM/United Nations Political Office for Somalia, Great Lakes-Obasanjo team). The recruitment of an Information Technology Assistant for information technology related to procurement by the Procurement Services has helped in achieving this.

(c) Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services

992. IMIS access to outpost offices improved and increased effective financial and statistical reporting facilities. More than 150 financial and statistical reports were made available in 24 different locations (18 out of 20 UNEP offices have access to IMIS and financial reports and also 8 of 16 UN-Habitat offices have similar access). There is one automated workflow (UNDP inter-office voucher authorization) with a wider reach across services. The number of automated workflows with wider reach across services increased and videoconferencing capacity improved to handle up to three videoconferences simultaneously. The Information and Communications Technology Service continues to improve its service delivery objectives within available resources and the constraints of global connectivity. With the implementation of fibre-optic connection, the situation should be alleviated within the next reporting period.

(a) *Improved information management capability of the Organization, enabling an integrated and collabortative approach to store, search and retrieve information in all media formats*

993. Internet bandwidth doubled to 16 Mbps and Local Area Network/server configurations were optimized; new servers with higher capacity were installed. This has allowed the Information and Communications Technology Service to relax several limitations that were imposed on Internet traffic. Staff members were allowed to download documents of unrestricted size, send out e-mails with up to 10mb attachment, to use instant messaging tools such as MSN/Yahoo messenger and to communicate via Google talk and Skype. On average, Internet sites open within 2 minutes, which is 5 to 10 times faster than before the upgrade. Fibre-optic-based connection was implemented as at 1 November 2009. A plan to deploy Documentum in its full capacity is dependent on the Office of Information and Communications Technology workplans and priority. However, the United Nations Office at Nairobi has embarked on stop gap solutions, including by deploying eRoom and retiring legacy systems such as CTS.

(b) *Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management reporting and consolidated decision-making*

994. All offices in Nairobi and regional/outposted sites have access to IMIS and related applications, and the online access to financial reporting tools from all offices was optimized. As of December 2008, out of 20 UNEP offices worldwide, 18 of them had access to IMIS and related applications. Of 943 UNEP staff members, 573 were IMIS users (61 per cent) and of those, 302 were users outside Nairobi — 53 per cent of all users are outside Nairobi. Concerning UN-Habitat, there were 381 staff members, of which 261 (69 per cent) were IMIS users and of those, 40 (15 per cent) were in UN-Habitat outposted offices. Currently IMIS has been implemented in all offices away from Headquarters and access facilitated via Citrix.

(c) *Improved support to substantive programmes in meeting the development goals of the Organization*

995. The UNON paperless project is a continuous process that has resulted in the automation of over 80 applications with multiple instances of common applications and covering over 30 business processes and subprocesses, thereby enabling the streamlining of all substantive processes. Currently under way is the development of a project information management system and resource management system to enable more effective delivery of environmental programmes. More applications were developed that automate various administrative processes. The deployment of eRoom for collaboration is under way. The Office has developed a strategy that would create the necessary platform to facilitate full support for both the Environment and Human Settlements programmes. The strategy is dependent on the availability of funds.

Other support services

(a) *Improved physical conditions of the United Nations compound*

996. There was a total of 4,353 facilities-related malfunctions for the full biennium 2008-2009. This is below the target of 4,500 malfunctions for the period,

and is in fact 97 per cent of the total two-year target, and means that the United Nations Office at Nairobi had 3 per cent less malfunctions than expected during the two-year period. The reduced number of malfunctions reported points to better maintenance of equipment and overall satisfaction by clients, of the facilities and physical conditions of the compound. The Office has continued to invest in significant upgrade and renovations projects, including the conference modernization project (completed February 2009) and the open office renovation project, which includes full upgrade and refurbishment of all office infrastructure, including lights, cabling, data and telephony infrastructure.

(b) *Improved efficiency of facility services*

997. Out of a total of 2,121 recorded infrastructure malfunctions reported to the Building Management and Transport Unit, 1,227 were related to mechanical and plumbing and had an average turnaround of 32 minutes; 440 were related to landscaping and ground maintenance, with an average turnaround of 27.5 minutes; and 454 were related to electrical, with an average turnaround of 48 minutes. As such an overall average of significantly less than one hour has been recorded, substantiating that 100 per cent of infrastructure malfunctions were completed within the standard turnaround time calculated to be three hours. Out of a total of 1,158 additional infrastructure malfunctions recorded in 2008 (January to June), the average turnaround time was about 25 minutes. The trend in 2009 shows that the Office is still well under one hour for all service requests and therefore well within the agreed service level target.

(c) *Maintenance of efficient and cost effective travel, visa and transportation services*

998. The actual savings amount of 6.67 per cent for the one year period January to December 2008 marginally exceeded the baseline figure of 6.5 per cent for the period 2008-2009, providing a clear indication that the expected accomplishments were well on course. Although a number of airlines (e.g., Brussels Airlines, Swiss International Air Lines, Qatar Airways) reduced their travel agency commissions during the period, the shortfall was compensated by an increase from 7 to 11 in the number of airlines that signed agreements with the United Nations Office at Nairobi. Actual savings rose from 6.67 per cent in 2008 to 8.42 per cent in 2009, giving a clear indication that the target was successfully achieved.

(d) *Improved management of recordkeeping*

999. With the recruitment of an experienced archive staff, the Archives and Records Management Unit developed and implemented file plans for most of the departments and offices of the United Nations Office at Nairobi also in preparation for the implementation of the Enterprise Content Management system scheduled for late 2008. Half of a backlog of 800 boxes of historical archives were reviewed and a comprehensive electronic database of documents and files in the boxes was produced. Steady progress was noted in the development of archive and records management system. As at December 2009, UNON Archives had processed 1,636 out of 2,691 legacy boxes. The Archives Subunit has been visiting services/sections/units of the Division of Administrative Services. Sixty-seven per cent of services have been visited and file classification schemes have been agreed upon.

(e) *Enhanced level of quality and timeliness in the acquisition of goods and services*

1000. There has been a continuous and incremental improvement in the efficiency of operations, including an increased number of processes automated, an increased number of long-term agreements, and an increased number of activities simplified, streamlined and documented. The timelines for the procurement processing of requisitions was met. Seventy per cent of clients indicated their satisfaction with professionalism and client orientation. There was an increased consolidation of requests and therefore a reduction in purchase orders raised for selected category of items.

(f) *Expanded cost-sharing mechanism and common services*

1001. The cost-sharing mechanism of the common services has been expanded by including more participating/subscribing United Nations systems agencies and by adding two new common services to the existing ones — host country relations services and commercial operations. A total of 25 agencies subscribed to the Common Services Service Level Agreements for Travel and Host Country Relations within the year 2008. As at June 2009, a total of 39 United Nations system agencies had subscribed for the common services. Five new agencies have signed the Host Country Relations Services Service Level Agreement and two new agencies have signed the Travel Services service level agreement bringing the total to 28 and 11, respectively, for the two common services. The Commercial Operations Unit has been approved as a common service as of 1 January 2009 by all agencies of the Common Services Governance Framework.

Section 29
Internal oversight

Highlights of programme results

1002. The Office of Internal Oversight Services achieved a high level of delivery against expected accomplishments. The Office initiated quality assurance, improvement initiatives and quality reviews in each subprogramme to ensure that the highest standards of quality are consistently met. Subprogrammes also updated and significantly expanded their respective manuals to reflect changes in the work environment and to ensure compliance with international norms and standards. These manuals are available publicly through the OIOS website to increase transparency and enhance understanding of the work of OIOS. To guide the Office in identifying emerging issues, challenges and potential exposures of the Organization, the Office developed a comprehensive risk management framework. Risk analysis enables the Office to prioritize the allocation of resources for the oversight of programmatic and operational areas that have the greatest exposure to risks of fraud, waste, abuse, inefficiencies and mismanagement. In 2008, OIOS realized its ambition to deliver risk-based workplans for the Internal Audit and the Inspection and Evaluation Divisions. The adoption of a risk-based approach met the requirements of the International Standards for the Professional Practice of Internal Auditing. In 2009, 100 per cent of the Internal Audit Division and Inspection and Evaluation Division assignments were selected on the basis of risk assessment exercises. During the biennium, the Office also significantly improved the timeliness of submission of documentation, and the timely recruitment and placement of staff.

Challenges and lessons learned

1003. Work continues on refining the Office's risk-based planning methodology based on experience learned from the implementation during the first few years. The Internal Audit Division will move to a more global view where the likelihood and impact of risks in the Secretariat as a whole can be analysed, rated and given proper oversight priority. The Inspection and Evaluation Division did not meet its 100 per cent target with regard to high quality of inspection and in-depth, thematic, triennial reviews and other external evaluations, as assessed externally. The Division will review the specific areas needing improvement in order to strengthen the quality of its reports in the next biennium. The launch of the OIOS online recommendation database was delayed owing to an interruption by the vendor. OIOS plans to launch the system in 2010.

Output implementation rate

1004. The above-cited results are based on the implementation of 92 per cent of 119 mandated, quantifiable outputs.

1005. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 29 and Corr.1)).

Executive direction and management

(a) Increased timeliness of submission of documentation

1006. OIOS significantly improved in this area, largely as a result of better monitoring. Advanced planning and monitoring are critical to ensuring compliance with slot dates. The Office of the Under-Secretary-General centrally monitors progress of reports slotted for submission to ensure their timeliness. In addition, if OIOS is unable to meet a deadline stipulated by the General Assembly during negotiations of a resolution, OIOS makes a concerted effort to bring potential constraints to the General Assembly so that those factors can be considered in the final resolution language.

(b) Increased cooperation with other oversight bodies in the United Nations

1007. OIOS coordinates regularly with other United Nations oversight entities, including the Board of Auditors and the Joint Inspection Unit, to ensure that potential duplication and overlap in the conduct of oversight work are avoided and to minimize any gaps in oversight coverage. Aside from sharing workplans, the Office holds bimonthly meetings with the Board of Auditors to discuss issues of mutual interest and meets with the Joint Inspection Unit on an ad hoc basis when issues of particular concern arise. Annually, the senior representatives of those entities take part in a tripartite meeting to discuss, inter alia, oversight coordination.

(c) Improved geographical representation and gender balance of staff

1008. The interim performance in the area of geographical representation and gender balance of staff has improved over the rate achieved in 2007. Specifically, the performance of gender balance has almost reached the 2009 target of 50 per cent. OIOS also met its target with regard to the percentage of staff recruited from unrepresented and underrepresented Member States.

(d) Timely recruitment and placement of staff

1009. OIOS also met its target with regard to the average selection time for Professional posts as the number of days improved to 186 in 2009 from the baseline of 217 days in 2007. OIOS exceeded the target of 200 days for 2009.

Subprogramme 1
Internal audit

(a) Improved quality of reports provided to programme managers and legislative bodies

1010. The Internal Audit Division conducts client surveys, as required by the International Standards for the Professional Practice of Internal Auditing. The survey is issued to every head of department/mission/office to whom an audit report was issued during the year to seek feedback on the work performed. The response rate went from 57.1 per cent in 2008 to 87.2 per cent in 2009. The survey showed that clients are generally satisfied with the quality of the Division's work. From a scale of 1 to 4, with 4 being excellent, the Division was rated 2.8 on quality. In addition, a quality assurance and improvement programme was implemented in December 2008 to ensure the quality of the Division's work. As part of that programme, the Division is currently conducting five pilot reviews of audit work in Geneva and Nairobi.

(b) Increased coverage of areas presenting risks to the Organization

1011. In 2008, 79 per cent of assignments in the workplan were selected on the basis of risk assessment exercises conducted in 2007 and 2008. In 2009, 100 per cent of assignments were selected on the same basis. This audit approach has the benefit of focusing audit resources on areas that pose the highest risk to the Organization and therefore adds value by assisting programme managers to manage these risks. The revision of the definition of a critical recommendation has resulted in fewer recommendations being classified as critical. This will enable programme managers to devote their efforts to those issues that are likely to have an adverse impact on the mandate, operations or reputation of their entities.

(c) Improved levels of efficiency and effectiveness in the implementation of programmes, and enhanced accountability by programme managers

1012. There has been an improvement in the acceptance rate of critical recommendations since 2007. This is attributed partly to an increased supervision and guidance to auditors and quality reviews of reports.

Subprogramme 2
Inspection and evaluation

(a) High quality of inspection reports

1013. The inspection reports that were completed during the year were undertaken under the umbrella of the results-based budgeting and results-based management themes. With regard to the series of inspections covering results-based management and budgeting, the summative report on results-based management (A/63/268) was favourably noted by Member States upon its presentation to the Fifth Committee. Moreover, the Inspection and Evaluation Division conducted an external quality assessment of its reports. Three out of seven, or 43 per cent, of the Division's inspection reports were considered to be of "good" quality, while the remaining four, or 57 per cent, were considered "fair". The Division will review the specific areas needing improvement in order to strengthen the quality of its reports in the next biennium.

(b) High quality of in-depth, thematic and triennial reviews and other external evaluations

1014. The Inspection and Evaluation Division completed the comprehensive evaluations of the Department of Political Affairs, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the Office of the Special Adviser on Africa, and OHCHR, as well as subprogramme evaluations of the Office of Human Resources Management in the Department of Management, the Peacebuilding Fund of the Department of Political Affairs, and the Integrated Global Management Strategy of the Department for General Assembly and Conference Management. The Inspection and Evaluation Division successfully completed all four of the planned thematic evaluations. These covered thematic issues identified via the Division's strategic risk assessment. The Division also successfully completed all planned triennial reviews. Out of 12 in-depth, thematic and other evaluations that were subject to stakeholder and external expert assessment, 9, or 75 per cent, were considered to be of "good" quality, while the remaining 3, or 25 per cent, were considered "fair". The Division will review the specific areas of weaknesses identified in the assessments for improvement in the next biennium in order to meet the 100 per cent target.

(c) Improved tools and methods for self-evaluation and their increased use

1015. The Division received 15 requests for self-evaluation support in the past biennium, and of those, was able to positively respond to 14. The support provided included: evaluation training conducted for the Joint Inspection Unit; advice to various programmes with the establishment of a self-evaluation capacity; feedback on the development of programme-level evaluation policies; methodological guidance on evaluation terms of reference, surveys and reports; and membership on the advisory panel for an evaluation of the United Nations Millennium Campaign. Feedback received from the programmes to which self-evaluation support was provided was positive overall, with expressed appreciation for the expertise and responsiveness of the Division.

Subprogramme 3
Investigations

(a) Better protection of the Organization's assets and resources and greater compliance with the Organization's rules and regulations

1016. Progress has been made through systematic quality controls established through new procedures and tools, as well as creation of the Professional Practices Section to provide quality assurance. A comprehensive Investigations Manual ensures greater consistency and professionalism in the discharge of investigative functions. These improvements have increased the effectiveness of investigations by, among other things, providing more clarity as to what is required to support a charge of misconduct. The resulting investigation reports and findings, therefore, provide a stronger basis on which to take recommended action, which primarily relates to imposing disciplinary sanctions and/or financial recovery. The vacancy rate is gradually being reduced, providing the much needed human resources to enhance quality and increase the timeliness of investigation reports.

Section 33
Safety and security

Highlights of programme results

1017. Significant progress was made in the implementation of the Headquarters Minimum Operating Security Standards programme as well as the Department of Safety and Security access control project PACT at all United Nations headquarters locations and regional commissions. Planning and preparedness for emergencies and crises at those locations continued to improve with both evacuation time and response time for emergency security incidents maintained within acceptable limits.

1018. Staff safety and security was improved globally through the maintenance of up-to-date security threat and risk assessments and increased compliance with the minimum operating security standards. Partnerships with host countries were strengthened through the increased use of focal points. Response to security incidents, including rapid deployment of field security officers to crisis locations around the world, improved.

1019. The Critical Incident Stress Management Unit provided direct support to affected staff members and developed systems and procedures to enhance the availability of psychosocial emergency response. The Unit improved its service through increased inter-agency collaboration and a decentralized strategy of building local sustainable support networks including the hiring of local counsellors and building Critical Incident Stress Intervention Cells.

1020. Security training continued to be provided to designated officials, security management teams and United Nations security personnel. The Secure and Safe Approaches in Field Environments programme expanded to become fully operational in 16 countries, resulting in the training of over 7,000 United Nations personnel. The revision of the CD-ROM entitled "Basic Security in the Field" was near completion by the end of 2009.

Challenges and lessons learned

1021. The major challenges faced by the programme and lessons learned are described below:

- The Department of Safety and Security faced challenges caused by ever changing threats and risks to the Organization and unexpected crises in certain areas of the world. The main obstacles facing the Department during the biennium continued to be the shortage of resources. The Department of Safety and Security thus lacked a fully functional and responsive crisis management system to enable it to respond to emergencies effectively.

- The lack of information management and communications resources continued to have a negative impact on the development of essential security and information management systems and tools.
- Despite the Department's best efforts in attaining gender parity and equitable geographical distribution among its staff, it continued to have difficulties owing to the limited pool of qualified female candidates in the field of safety and security along with candidates from un- and underrepresented countries.

Output implementation rate

1022. The above-cited results are based on the implementation of 71 per cent of 109 mandated, quantifiable outputs.

1023. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 33)).

Executive direction and management

(a) Programme of work is effectively supported by staff and financial resources

1024. The average number of days taken from the issuance of a vacancy announcement to selection by the head of department went down to 115 from 135 in 2006 and 180 in 2005. However, it went up to 147 days in 2009 partly because the vacancy announcement for S-1 Security Officer positions remained open in Galaxy owing to the need to fill a large of number of vacant posts as well as to establish a roster of over 100 candidates to meet future requirements. The Department is committed to improving this further in the next biennium.

(b) Enhanced coordination, integration and compliance of policies and procedures within the United Nations security management system

1025. During the biennium, the Department worked on rationalizing and standardizing policy, procedures and guidelines from pre-Department of Safety and Security elements of the United Nations Security Management System to provide a more integrated governance base including, restructuring the organization of handbooks and manuals to make these more user-friendly. Examples are the Field Security Handbook and the Security Operations Manual. The Compliance Evaluation and Monitoring Unit conducted 25 compliance evaluation missions and a total of 617 recommendations were made during the biennium. The compliance monitoring system tracked the progress made in the implementation of those recommendations.

(c) Improved geographical representation and gender balance of staff

1026. The percentage of women at the Professional level and above on appointments of one year or more increased by 43 per cent. Bearing in mind that the paramount consideration in the employment of staff shall be the necessity of securing the highest standards of efficiency, competence and integrity, the Department continues to make every effort to attain gender parity and equitable geographical distribution. It has proven very difficult, however, to achieve the targets because of the limited pool of female candidates and candidates from unrepresented and underrepresented Member States with the necessary qualifications and experience in the field of safety and security. The Department continues to select those candidates who are considered to be best qualified for security and safety functions. Nevertheless, the Department is committed to continuously looking at ways to increase the number of female Professional staff and to improving the geographical representation of the staff.

Subprogramme 1
Security and safety coordination

(a) *A safe and secure environment for staff, delegates and visitors at the United Nations headquarters locations and regional commissions*

1027. During the biennium 2008-2009, the Security and Safety Services in New York, Geneva, Vienna, Nairobi, Bangkok, Santiago, Addis Ababa and Beirut have made progress in ensuring increased compliance with the headquarters minimum operating security standards and in implementing the Department of Safety and Security access control project PACT (with the exception of ESCWA, where this will start in 2010). The Security and Safety Service in New York has ensured headquarters minimum operating security standards/PACT guidelines to be applied not only to the main buildings of the United Nations Secretariat but also to all annex buildings and capital master plan swing space locations. In Geneva, the Security Control Centre has been renovated to best integrate the inputs from several new intrusion detection systems (closed-circuit television and motion detection). The Vienna Security and Safety Service has introduced a new access control policy and installed the Perimeter Fence Surveillance System and state-of-the-art access control systems such as the Radio Frequency Identification System, the Licence Plate Recognition System and Under Vehicle Screening System. Through backstopping of each layer of security measures, the Security and Safety Service in Nairobi was able to identify potential gaps and deficiencies and establish mitigation and response mechanisms in the shortest possible time. The Security and Safety Services in Addis Ababa, Bangkok and Santiago have made similar progress in enhancing access control through strengthening the physical security of United Nations premises in compliance with the headquarters minimum operating security standards.

(b) *Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions*

1028. As at 31 December 2009, the Programme Coordination Unit coordinated 407 operations. The number of close protection operations was less than anticipated, however, the complexity of each individual operation has increased over previous years. Also, the Unit coordinated the security arrangements for the Commission of Inquiry into the circumstances surrounding the assassination of former Pakistan Prime Minister Mohtarma Benazir Bhutto and facilitated the recruitment of the various security professionals for that office.

(c) *Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions*

1029. In New York, the established targets for evacuation time and response time to emergency security incidents have been maintained within acceptable limits. Evacuation procedures for the Vienna building continue to improve, and include considerable interaction with a variety of host country agencies culminating in an annual joint United Nations/host country total building evacuation exercise. A new Crisis Management Unit has been created to prepare for and coordinate all emergency operations at the Vienna International Centre. The United Nations Office at Nairobi has continued to re-evaluate and update its emergency preparedness programme to incorporate emerging challenges, threats and technologies. The Office has also recently revised its Incident Command procedures and Mass Casualty Incident plan. The Security and Safety Service in Nairobi continues to conduct monthly and quarterly fire and emergency evacuation drills and also conducted a recent mass casualty incident drill in July 2009.

Subprogramme 2
Regional field coordination and support

Regional field operation coordination

(a) *Improved security and safety of staff members of the United Nations system, associated personnel and eligible dependants*

1030. The Department of Safety and Security concentrated on significantly improving staff safety and security globally. A focused effort on the maintenance of up-to-date security threat and risk assessments as well as the increased compliance with minimum operating security standards has been instrumental in this effort. For the biennium, 84 per cent of locations had an updated Security Risk Assessment. The Department is constantly updating Security Risk Assessments for countries and areas with elevated security phases or upon substantial changes to the security environments. By the end of 2009, the Department ensured minimum operating security standards compliance at 83 per cent of locations worldwide. To achieve this, the Department put specific procedures in place, to assist United Nations country team in developing minimum operating security standards, and monitored and encouraged compliance through security assistance visits.

(b) *Timely response to security incidents*

1031. Through country-level security contingency plans and an increased capability to deploy or redeploy field security officers at 24 hours' notice, the Department has ensured a rapid and effective response to security incidents worldwide. By the end of biennium, 78 per cent of locations had completed country-level security plans and 43 per cent of locations had practised country-level security plans. The Department undertook numerous emergency deployments, which included to Algeria, Kenya, the Niger, Pakistan, Somalia and Yemen. A total of 163 Department of Safety and Security security professionals, from various duty stations around the world were deployed for a 5,468 man-days.

(c) *Enhanced security management system*

1032. The Department of Safety and Security strengthened partnerships with host countries in relation to safety and security of United Nations personnel, facilities and equipment through an increase in the use of host country focal points to 90 per cent of locations by the end of 2009; expanded the time that security advisers spend outside of the capital area to 19 per cent; provided tailored threat assessments in areas of cross-border conflict within an average of eight hours; and decreased the time lag by reducing the average time from the occurrence of an incident to it being reported to the Department of Safety and Security in New York from 5 hours in 2008 to 1.5 hours in 2009.

Field support

(a) *Strengthened capacity of staff of the United Nations system to manage critical-incident stress*

1033. During the biennium, the Critical Incident Stress Management Unit has been extremely active providing direct services to staff members and developing systems and procedures to enhance the psychosocial emergency response support service. The mobilization of surge capacity at the regional level allowed the Department of Safety and Security to save funds and reduce deployment time. Through the promotion of United Nations inter-agency collaboration, the enhancement of United Nations Crisis Response Preparedness in Critical Incident Stress, and access to sustainable counselling services for all United Nations staff in need, the Unit further strengthened its global strategy. It was also extensively engaged in providing direct services to United Nations staff as well as developing systems and procedures to enhance the provision of emergency psychosocial support services to staff.

(b) *Enhanced abilities in security and safety matters of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training*

1034. During the biennium, the Secure and Safe Approaches in Field Environments programme expanded to be fully operational in 16 countries, resulting in the training of over 7,000 United Nations personnel. The CD-ROM training course on advanced security in the field was completed by nearly 11,000 United Nations staff members. More than 30 designated officials attended induction training in New York, over 20 security management teams received training (globally) and in excess of 100 senior security managers received security leadership training at the United Nations Country Team Forum at the United Nations System Staff College in Turin, Italy. In 2009, 100 per cent of newly recruited Department of Safety and Security/Field Security Coordination Officers were certified during two separate courses, in Cyprus and Glen Cove, New York.